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**PROCESS ORIENTED CONTRACT ADMINISTRATION SERVICES
(PROCAS)**

(One Book Rev. Level - June 1996)

1. Does the DCMC maintain a Performance Plan that consolidates and reconciles all planning requirements contained in DLAD 5000.4 and the Planning, Programming, and Budget Guidance? (*Ref: Part II, Chap 1, Para C.1.a*)
2. Does management perform and maintain a risk assessment as part of the plan? (*Ref: Part II, Chap 1, Para C.1.b*)
3. Are criteria for risk assessment defined and used? (*Ref: Part II, Chap 1, Para C.1.b*)
4. Does the performance plan describe prior year activity, including specific accomplishments, percentage of work force involved, processes addressed, and what highest PROCAS step has been achieved? (*Ref: Part II, Chap 1, Para C.1.d*)
5. Are objectives, goals, milestone plans, resources and training requirements included? (*Ref: Part II, Chap 1, Para C.1.d*)
6. Has coordination with the District Fraud Counsel been performed prior to teaming with the contractor, to preclude any impact to ongoing investigations? (*Ref: Part II, Chap 1, Para C.2.a*)
7. Have contractor management and major contracting customer been briefed on PROCAS by the DCMC? (*Ref: Part II, Chap 1, Para C.2.a*)
8. Do teaming agreements define the vision, scope and objective for the teaming effort, whether formal or informal? (*Ref: Part II, Chap 1, Para C.2.a*)
9. Do written agreements with the contractors include disclaimer, "All parties to this agreement acknowledge and understand that this teaming agreement does not modify the terms and conditions of any contract?" (*Ref: Part II, Chap 1, Para C.2.a*)
10. Are Process Improvement training needs identified? (*Ref: Part II, Chap 1, Para C.1.a*)
11. Are critical processes and metrics of mutual interest identified and defined? (*Ref: Part II, Chap 1, Para C.3.a*)
12. Are process owners identified? (*Ref: Part II, Chap 1, Para C.3.a*)
13. Are necessary functional experts identified to analyze the processes? (*Ref: Part II, Chap 1, Para C.3.a*)

14. Are processes ranked by criticality? (*Ref: Part II, Chap 1, Para C.3.a*))
15. Are processes defined, understood and documented?)
(*Ref: Part II, Chap 1, Para C.3.a*))
16. Are processes measured and performance goals developed?)
(*Ref: Part II, Chap 1, Para C.3.a*)
17. Are methods for tracking process improvements and corrective actions selected?
(*Ref: Part II, Chap 1, Para C.3.a*)
18. Is there a common data base or databases to measure/manage processes?
(*Ref: Part II, Chap 1, Para C.3.a*)
19. Are processes selected for review based on their criticality, i.e., impact on successful completion of contracts and their positive effect on customer satisfaction?
(*Ref: Part II, Chap 1, Para C.4*)
20. Are the following considered when ranking and selecting processes for analysis?
(*Ref: Part II, Chap 1, Para C.4.c*)
 - a. Requirements for assessment by government contract, regulation and law?
 - b. Criticality of the end item or service?
 - c. Prior history and experience with the process?
 - d. Estimated dollar value expended on the process?
 - e. Visibility or interest to the customers based upon survey data?
 - f. Results if failure occurs?
21. Has a process model for each selected process been developed and documented?
(*Ref: Part II, Chap 1, Para C.5.a*)
22. Does the model address the following as a minimum:
(*Ref: Part II, Chap 1, Para C.5.a*)
 - a. Process objective(s)?
 - b. Contract requirements?
 - c. Internal and external suppliers and customers?
 - d. Internal and external process requirements?
 - e. Flow of process activities?
 - f. Process boundaries and controls?
 - g. Data collection and measurement points?
 - h. Process performance goals?
23. Has a process flow chart been prepared for complex processes and verified against the actual product or service flow? (*Ref: Part II, Chap 1, Para C.5.b*)

24. If a flow chart has not been prepared, has a listing of the tasks and their sequence of performance been prepared? (*Ref: Part II, Chap 1, Para C.5.b*)
25. Does the process proofing documentation identify the process inputs and outputs proofed, the techniques used, where the proofing was accomplished, who performed the proofing, other government and contractor contacts, the results as they apply to process inputs, and actions taken or planned? (*Ref: Part II, Chap 1, Para C.5.c*)
26. Once confidence in the adequacy of methods for setting up and controlling processes is established, is proofing performed for each new or changed process?
(*Ref: Part II, Chap 1, Para C.5.c*)
27. Have metrics been selected and identified? (*Ref: Part II, Chap 1, Para C.6*)
28. Has a confidence level been established in the data? (*Ref: Part II, Chap 1, Para C.6*)
29. Is the data statistically analyzed at established intervals to assess stability, figure out process capability, evaluate trends and identify opportunities for improvement?
(*Ref: Part II, Chap 1, Para C.7.a*)
30. Is a record of CIOs issued and actions taken? (*Ref: Part II, Chap 1, Para C.7.c(1)*)
31. Is a record maintained of CARs issued, follow up to verify implementation and effectiveness of corrective action taken? (*Ref: Part II, Chap 1, Para C.7.c(2)*)
32. Do DCMC personnel recommend changes in the type and extent of imposed tasks when analysis and supporting data suggest they are not needed?
(*Ref: Part II, Chap 1, Para C.8*)
33. A DCMC Operating and Acquisition Cost Savings and Cost Avoidances for process improvements being captured and reported? (*Ref: Part II, Chap 1, Para B.2*)

REPORTING AND TRACKING REIMBURSABLE EARNINGS

(One Book Rev. Level - June 1995)

1. Have contracts and support requests for work performed on a reimbursable basis been identified by the CAO? (*Ref: Part II, Chap 6, Para C.1.a*)
2. When a request for services not pledging reimbursement or providing billing information is received, is action taken to obtain the information?
(*Ref: Part II, Chap 6, Para C.1.b*)
3. Are cover sheets marked "Reimbursable?" (*Ref: Part II, Chap 6, Para C.2.a*)
4. Is a Reimbursable Input Posting Slip prepared including estimated hours of performance? (*Ref: Part II, Chap 6, Para C.2.b*)
5. Is the newly assigned work inputted into DCARRS?
(*Ref: Part II, Chap 6, Para C.2.b*)
6. Has a DCN been assigned and annotated? (*Ref: Part II, Chap 6, Para C.3*)
7. Are all reimbursable hours being recorded daily and reported weekly by DCN and function code? (*Ref: Part II, Chap 6, Para C.4*)
8. Are all hours forwarded to the reimbursable monitor for input into DCARRS?
(*Ref: Part II, Chap 6, Para C.5*)
9. Are earned hours tabulated and reports prepared and certified to DFAS?
(*Ref: Part II, Chap 6, Para C.6*)
10. When a field pricing or other case is initiated, has the ACO annotated the DCN on the DLA Form 1542? (*Ref: Part II, Chap 6, Para C.7.a*)
11. Is a copy of the activity's request and supporting documents maintained and forwarded to the functional specialist? (*Ref: Part II, Chap 6, Para C.7.b*)
12. Are special requests properly responded and annotated?
(*Ref: Part II, Chap 6, Para C.7*)

**INTERNATIONAL AGREEMENTS/INTERNATIONAL MEMORANDA OF
UNDERSTANDING, HOST COUNTRY CONTRACT ADMINISTRATION
SERVICES**

(One Book Rev. Level - June 1995)

1. Verify that the ISA/MOU/MOA satisfy the requirements of DFARS 225.801(3).
(*Ref.: Part II, Chapter 7, Para B.1*)
2. Verify that the CAO to the maximum extent practicable is redelegating CAS functions that are addressed in the ISA/MOU/MOA to the host country.
(*Ref.: Part II, Chapter 7, Para B.2*)
3. Verify that contracts were reviewed for acceptability.
(*Ref.: Part II, Chapter 7, Para C.1*)
4. Verify that delegations to the host country are complete and timely.
(*Ref.: Part II, Chapter 7, Para C.1.b(3),C.2*)
5. Verify that attempts are made to identify reasons for nonacceptance of delegations by the host country and that instances that can not be resolved at the local level are formally escalated to district. (*Ref.: Part II, Chapter 7, Para C.3*)
6. Verify that host country CAS issues are resolved in a timely manner, at the lowest level possible, in order to not adversely impact contract performance.
(*Ref.: Part II, Chapter 7, Para C.5*)
7. Verify that recommendations for withdrawal of delegations are formally transmitted to district and are documented with rationale for withdrawal, effectivity date, and specific impacted contract information. (*Ref.: Part II, Chapter 7, Para C.6*)
8. Verify that the following data elements are collected, reported and analyzed by the CAO total number of contracts received, contracts delegated, number of contracts/delegations rejected by host country, dollar value of contracts/delegations rejected by host country, supporting rationale for each rejected delegation, and supporting rationale for contracts that were not offered for delegation to the host country. (*Ref.: Part II, Chapter 7, Para C.7a*)
9. Verify that the CAO functional areas conduct management reviews of data maintained to determine workload trends. (*Ref.: Part II, Chapter 7, Para C.7b*)

**SELECTION, APPOINTMENT AND TERMINATION
OF APPOINTED OFFICERS**
(One Book Rev. Level - June 1995)

1. Are warrants for ACO/DACO/DCE requested for candidates meeting DAWIA requirements for Contracting Officers? (*Ref: Part II, Chap 8, Para C.1*)
2. Are ACO/CACO/DCE warrants requested only for individuals occupying or selected for appropriately graded and above positions? (*Ref: Part II, Chap 8, Para C.1.c*)
3. Prior to selection, are qualifications of candidates reviewed by the supervisor and/or CAO commander? (*Ref: Part II, Chap 8, Para C.1.c(1)*)
4. Are requests for contracting officer warrants made on DLA Forms 581 with appropriate justifications for endorsement and submission to the District Commander? (*Ref: Part II, Chap 8, Para C.1.c(2)*)
5. Do Property Administrator/Plant Clearance Officer candidates meet the applicable DAWIA requirements? (*Ref: Part II, Chap 8, Para B, C.2*)
6. Are requests made based on actual needs? (*Ref: Part II, Chap 8, Para C.2*)
7. Are candidates submitted only for Property Administrator or Plant Clearance Officer warrants, not both? (*Ref: Part II, Chap 8, Para C.2*)
8. Are requests submitted on DLA Forms 1620 with appropriate justifications and forwarded to the District focal point for endorsement and the District Commander's approval? (*Ref: Part II, Chap 8, Para C.2*)

EARLY CONTRACT ADMINISTRATION SERVICES INVOLVEMENT**(One Book Rev. Level - June 1995)**

1. Has Early CAS been integrated into the CAO Business Development and customer outreach efforts? *(Ref: Part II, Chap 10, Para C.1)*
2. Has the CAO participated in briefs/meetings with both service and civilian customers to discuss DCMC's Early CAS capabilities and identify opportunities for support?
(Ref: Part II, Chap 10, Para C.2)
3. Has an Early CAS Startup Report been forwarded to the District and headquarters?
(Ref: Part II, Chap 10, Para C.3)
4. Are Early CAS Documentation Records maintained?
(Ref: Part II, Chap 10, Para C.4)
5. Are Early CAS Closeout Reports maintained and forwarded to the District and Headquarters? *(Ref: Part II, Chap 10, Para C.4.d)*
6. Has the CAO performed any RFP review or acquisition planning support actions, e.g., review of acquisition concept papers, acquisition plans, etc., during the last 12 months? If so, how many, and for which customers or programs?
(Ref: Part II, Chap 10, Para C.4)

DEVIATIONS FROM FAR, DFARS, DOD DIRECTIVE OR DLAD 5000.4**(One Book Rev. Level - June 1995)**

1. Have any requests for class deviations been made by the CAO in accordance with FAR 1.404 and DFARS 1.404? (**Ref: Part II, Chap 11, Para C.1.b**)
2. Did the ACO's request for deviation go through the appropriate command channels, i.e., Director, Contract Management of the District for one-time deviations, HQ DCDM-AQC for deviations affecting more than one contract or contractor?
(**Ref: Part II, Chap 11, Para C.2**)
3. Are class deviations controlled and approved by the Assistant Secretary of Defense (Production and Logistics), the DARC or HQ DCMC-AQC?
(**Ref: Part II, Chap 11, Para C.2.a, C.3**)

PREAWARD SURVEY
(One Book Rev. Level - June 1996)

1. Has the CAO management assured that adequate funds and technically competent personnel are made available for preaward surveys? (*Ref: Part III, Chap 1, Para B.1*)
2. Does the preaward survey manager understand that if the customer does not have the report on or before the initial (original) date in Block 10, SF Form 1403, that the report is late? (*Ref: Part III, Chap 1, Para B.1, 11*)
3. Is the preaward survey manager taking the initiative to contact buying activities to discuss scope of the preaward survey, method (fast form vs. on-site), and establish realistic due dates? (*Ref: Part III, Chap 1, Para B.12, C.1.a, e*)
4. Are pre and post-evaluation meetings held? (*Ref: Part III, Chap 1, Para C.4, 6*)
5. If a prospective contractor refuses to participate in a preaward survey, is the customer notified immediately. (*Ref: Part III, Chap 1, Para C.5.c*)
6. If the customer elects to participate in the on-site preaward survey, is every effort made to obtain a signed DLA Form 1684, Technical Support Evaluation, before departing the survey site? (*Ref: Part III, Chap 1, Para C.3.e*)
7. Does the preaward survey manager's performance ensure that timely deliver of a clear, concise, and complete product is not compromised?
(*Ref: Part III, Chap 1, Para C.8.a*)
8. Is the original due date, rather than the negotiated due date, used to calculate the preaward survey timeliness metric? (*Ref: Part III, Chap 1, Para E.2*)
9. Does the preaward survey manager annotate each factor requested by the customer in Block 19 of SF Form 1403 as satisfactory or unsatisfactory? If any factor was unsatisfactory, did the preaward survey manager recommend "no award?"
(*Ref: Part III, Chap 1, Para C.10*)
10. Is the preaward survey manager attaching a copy of the Customer Response Card (trailer card) to each preaward survey before returning it to the customer?
(*Ref: Part III, Chap 1, Para E.9*)

PREAWARD SURVEY

(One Book Rev. Level - 1997)

1. Are preaward survey reports returned to the customer by the date in Block 10, SF Form 1403? (*Ref: Part III, Chap 1, Para 2*)
2. Is the preaward survey manager aware that the date in Block 10, SF Form 1403, is the date the report is due back to the customer? (*Ref: Part III, Chap 1, Para 3.A*)
3. Are informal preaward surveys completed on the same or next day?
(*Ref: Part III, Chap 1, Para 4.H*)
4. Does the preaward survey manager contact the customer immediately upon receipt of the preaward survey package to confirm receipt and clarify the requirements and scope of the survey? (*Ref: Part III, Chap 1, Para 4.I.2*)
5. Are preaward survey managers conducting pre and post-evaluation meetings?
(*Ref: Part III, Chap 1, Para 4.I.4, 6*)
6. Do the functional team members prepare functional reports in a manner which conveys complete, accurate, and careful treatment of the facts?
(*Ref: Part III, Chap 1, Para 4.I.7*)
7. Does the preaward survey manager provide verbal notification of survey results and mailing date to the customer, and is the report forwarded in a manner consistent with meeting the customer's due date, e.g., use of overnight mail or other expedited means.
(*Ref: Part III, Chap 1, Para 4.I.10*)
8. Does the preaward survey manager attach a copy of the Customer Response Card (trailer card) to each preaward survey before returning it to the customer?

QUALIFIED PRODUCTS LIST/QUALIFIED MANUFACTURER LIST

(One Book Rev. Level - June 1995)

1. Did the CAO specialist/engineer perform or assist in facility audit?
(Ref: *Part III, Chap 2, Para C.1.b*)
2. Did the CAO specialist/engineer forward the audit results to the Specification Preparing Activity (SPA) or its agent? (Ref: *Part III, Chap 2, Para C.1.c*)
3. Did the CAO specialist/engineer verify contractor's corrective action, if required?
(Ref: *Part III, Chap 2, Para C.2.c*)
4. Did the CAO specialist/engineer forward results of contractor corrective action to the SPA or its agent? (Ref: *Part III, Chap 2, Para C.2.c*)
5. Did the CAO specialist/engineer perform or assist in a facility re-audit, if necessary?
(Ref: *Part III, Chap 2, Para C.2.e*)
6. Did the CAO specialist/engineer forward the re-audit results to the SPA or its agent?
(Ref: *Part III, Chap 2, Para C.2.e*)
7. Did the CAO specialist/engineer verify the contractor's corrective action and forward the results to the SPA or its agent? (Ref: *Part III, Chap 2, Para C.2.g*)
8. When the contractor received the authorization to test from the SPA or its agent, did the CAO specialist/engineer verify that CAO administration of the QPL/QML program was delegated by the SPA to the CAO? (Ref: *Part III, Chap 2, Para C.3.c(1)*)
9. Did the CAO specialist/engineer verify that inspection and test equipment to be used for QPL/QML was of the proper type, range, accuracy, and properly calibrated?
(Ref: *Part III, Chap 2, Para C.3.c(2)*)
10. When requested by the SPA, did the CAO specialist/engineer select sample units for the qualification tests? (Ref: *Part III, Chap 2, Para C.3.c(3)*)
11. Did the CAO specialist/engineer witness the qualification testing?
(Ref: *Part III, Chap 2, Para C.3.c(3)*)
12. Did the CAO specialist/engineer annotate the test report?
(Ref: *Part III, Chap 2, Para C.4.a(1)*)
13. Did the CAO specialist/engineer forward to the SPA or its agent his/her comments and recommendations regarding the listing of the product and manufacturer on the QPL/QML? (Ref: *Part III, Chap 2, Para C.4.a(1)*)

14. Did the CAO specialist/engineer verify that the test data submitted by the contractor on the qualification retention report? (*Ref: Part III, Chap 2, Para C.4.c*)
15. Did the CAO specialist/engineer witness testing and verify data for any product requiring requalification? (*Ref: Part III, Chap 2, Para C.4.c*)
16. Does the CAO specialist/engineer proof and monitor the processes to verify the contractor's continuous compliance with contractual specifications? (*Ref: Part III, Chap 2, Para C.4.c*)
17. Does the CAO specialist/engineer notify the SPA or its agent of all contractual noncompliances? (*Ref: Part III, Chap 2, Para C.5*)
18. If the contractor is disqualified from the QPL/QML program, is the CAO specialist/engineer performing any special functions requested by the SPA or its agent? (*Ref: Part III, Chap 2, Para B.2.d(4)*)
19. Does the CAO specialist/engineer perform distributor audits as required by the SPA or its agent? (*Ref: Part III, Chap 2, Para C.3.d*)
20. Does the technical specialist obtain the qualification test data from the SPA or its agent? (*Ref: Part III, Chap 2, Para C.4.a*)
21. Does the technical specialist verify that the product received is the same product that received qualification approval? (*Ref: Part III, Chap 2, Para C.4.a*)
22. Does the technical specialist investigate all abnormal variations between one or more test requirements? (*Ref: Part III, Chap 2, Para C.4.a*)
23. When requested by the SPA, in QPL/QML testing, does the technical specialist accomplish the instructions received from the SPA? (*Ref: Part III, Chap 2, Para C.4.a*)

CONTRACT RECEIPT, REVIEW AND POSTAWARD

(One Book Rev. Level - June 1995)

1. Does DFAS review each incoming contract/order for the purpose of making proper Contract Administrator Report (CAR) assignment, applicable functional element assignment and for extracting data for input into the database?
(Ref: *Part IV, Chap 1, Para C.1.a*)
2. After input, are two abstracts generated and forwarded?
(Ref: *Part IV, Chap 1, Para C.1.a*)
3. Upon receipt, does assigned ACO team member perform a review of incoming contract/order for distribution to functional elements?
(Ref: *Part IV, Chap 1, Para C.1.b*)
4. If the abstract has been received and the contract has not, is a follow-up performed within 10 working days? (Ref: *Part IV, Chap 1, Para C.1.c*)
5. If an abstract has not been received, but contract has, is a follow-up performed?
(Ref: *Part IV, Chap 1, Para C.2.b*)
6. Upon receipt of the abstract, is R reviewed for coded "M" abstract?
(Ref: *Part IV, Chap 1, Para C.2.c*)
7. Are contract files folderized properly? (Ref: *Part IV, Chap 1, Para C.2.c*)
Part A in five part folders
Part B in 2 part folders
8. Are contracts distributed to Contract Administration, Technical Support and Quality?
(Ref: *Part IV, Chap 1, Para C.2.d*)
9. Are all part A contracts/BOAs reviewed to determine if a Postaward Orientation is necessary? (Ref: *Part IV, Chap 1, Para C.3*)
10. Is a determination, with justification, on the method of a postaward orientation that will best serve the Government's interest made on DLA Form 1533.
(Ref: *Part IV, Chap 1, Para C.3.a*)
11. Is coordination from functional elements annotated on Part 3 of DLA Form 1533?
(Ref: *Part IV, Chap 1, Para C.3.a*)
12. If and when a postaward conference is held, does the ACO or PCO establish time, date, and place of conference? (Ref: *Part IV, Chap 1, Para C.4*)

13. Has a DD Form 1484 or narrative summary been prepared and signed with the proper statement? (*Ref: Part IV, Chap 1, Para C.4.d*)
14. Are all files in proper folders? (*Ref: Part IV, Chap 1, Para C.5*)

LETTER CONTRACTS
(One Book Rev. Level - June 1995)

1. When a letter contract is received, does the CAO notify the PCO as to special review requirements, determine if field pricing support is required, and define any administrative aspects of particular concern to the PCO?
(*Ref: Part IV, Chap 2, Para C.2*)
2. Are controls in place at the CAO if definitization is or is not accomplished as set forth in the letter contract? (*Ref: Part IV, Chap 2, Para C.3*)
 - a. If cost type contract, are payment provisions in FAR 52.216-25 and -26 being followed?
 - b. If fixed price and contains progress payment clause, has the ACO established procedures to monitor progress payments?
3. If the CAO is responsible for review and evaluation of the contractor's proposal, was the pricing report submitted to the PCO for use in negotiating the final contract?
(*Ref: Part IV, Chap 2, Para C.4*)
4. Does CAO monitor contractor's compliance with the terms and conditions of the contract? (*Ref: Part IV, Chap 2, Para C.7*)

ADMINISTRATION OF ORDERS/BASIC ORDERING AGREEMENTS**(One Book Rev. Level - June 1995)**

1. Upon receipt of a Basic Ordering Agreement (BOA) or Indefinite Delivery Type Contract (IDTC), does the ACO review contract documents for adequacy and completeness and ensure accurate input of the data into MOCAS?
(Ref: Part IV, Chap 3, Para C.1)
2. Has the ACO established a log for tracing and monitoring definitization process in delegated unpriced orders? (180 days from the effective date of the orders as defined by DFARS 217-7404-3) *(Ref: Part IV, Chap 3, Para C.3)*
3. Does the ACO monitor contractual progress (in accordance with DFARS 217-704.4) to ensure that payments do not exceed 50 percent of the not-to-exceed price or 75 percent of a qualified proposal prior to negotiations. *(Ref: Part IV, Chap 3, Para C.4)*
4. Has the ACO developed a prenegotiation objective?
(Ref: Part IV, Chap 3, Para C.6.a)
5. Has the ACO prepared a Price Negotiation Memorandum and is it located in the contract file? *(Ref: Part IV, Chap 3, Para C.6.b)*
6. Has the ACO issued the contract modification and made distribution of the SF 30?
(Ref: Part IV, Chap 3, Para C.7)
7. Once all requirements have been met, has the ACO ensured that all contractual actions are completed, i.e., property actions, prior to closeout?
(Ref: Part IV, Chap 3, Para C.8)

FIRM FIXED PRICE, LEVEL OF EFFORT CONTRACTS**(One Book Rev. Level - June 1995)**

1. Is a firm fixed price level of effort contract reviewed thoroughly to determine at what stage reports are due? (*Ref: Part IV, Chap 4, Para C.2*)
2. Does the ACO utilize DCAA for verification of incurred hours?
(*Ref: Part IV, Chap 4, Para C.2*)
3. Does the ACO document the contract file when a determination is made that an audit is not required for a contract over \$100,000? (*Ref: Part IV, Chap 4, Para C.3*)
4. Does the ACO notify the PCO in order to receive authority to adjust the contract price and deobligate funds when the contracted efforts were not expended?
(*Ref: Part IV, Chap 4, Para C.4*)

INCENTIVE AND REDETERMINABLE CONTRACTS

(One Book Rev. Level - June 1996)

1. If the contract is cost-plus-incentive-fee, has the ACO ensured both R9 coded remarks 16 and 49 have been input? (*Ref: Part IV, Chap 5, Para C.1*)
2. If the contract is fixed-price-incentive, is the R9 coded remark in the database and has the ACO been receiving Quarterly Limitations on Payments (QLOPs) statements? (*Ref: Part IV, Chap 5, Para C.1*)
3. Unless the contractor has recent experience with incentive contracts, did the ACO conduct a PAOC to ensure there is a clear understanding of the incentive provisions, reporting requirements, and formula for calculating fee payments? (*Ref: Part IV, Chap 5, Para C.2*)
4. Has the ACO received a copy of the PNM from the PCO? (*Ref: Part IV, Chap 5, Para C.2*)
5. Has a payment control record been established on the QLOP, and does it contain the required data? (*Ref: Part IV, Chap 5, Para C.3*)
6. When the QLOPs statement is not submitted by the due date, has the ACO immediately notified the contractor that further payment on the contract will be suspended until the statement, and refund if applicable, is received? (*Ref: Part IV, Chap 5, Para C.3*)
7. Has the ACO reviewed the contractor's performance reports for accuracy, compared them with progress payment requests, and taken appropriate action as necessary? (*Ref: Part IV, Chap 5, Para C.4*)
8. Prior to adjusting fee payments, has the ACO coordinated with the PCO and contractor to preclude unwarranted reduced payments? (*Ref: Part IV, Chap 5, Para C.5*)
9. If overpayments have been made to the contractor, and the contractor has not forwarded a refund with his statement, has the ACO promptly initiated a demand letter to the contractor? (*Ref: Part IV, Chap 5, Para C.6*)
10. Has the ACO ensured the contractor has submitted a final contract price revision, and if definitization of the incentive has been delegated to DCMC, has the ACO reviewed the proposal to determine if an overpayment has been made? If overpayment has been made, was a demand letter sent to the contractor in accordance with the appropriate FAR/DFARS clauses? (*Ref: Part IV, Chap 5, Para C.7*)

TIME AND MATERIAL CONTRACTS

(One Book Rev. Level - June 1995)

1. Was a post award conference held? If a Post award conference was not held, was the file documented as to why? (*Ref: Part IV, Chap 6, Para C.1*)
2. Was a written surveillance plan developed? If a surveillance plan was not developed, was the file documented as to why? (*Ref: Part IV, Chap 6, Para C.2, 3*)
3. Was the meeting involving DCMC and DCAA specialists convened?
(*Ref: Part IV, Chap 6, Para C.1*)
4. Was the contractor's accounting system adequate to track time and material cost?
(*Ref: Part IV, Chap 6, Para C.3.a*)
5. Were the direct labor and material costs allowable, allocable and reasonable?
(*Ref: Part IV, Chap 6, Para C.3.b*)
6. Were there periodic audits of the contractor's billings?
(*Ref: Part IV, Chap 6, Para C.3.c*)
7. Did the ACO take action to initiate a 5% withholding (up to a maximum of \$50,000) of moneys from the contractor's billings pending release?
(*Ref: Part IV, Chap 6, Para C.4*)
8. Upon receiving 85% expenditures of the ceiling price, did the contractor submit a revised ETC? Was the revised ETC forwarded to the PCO for consideration in making the decision to raise the ceiling? (*Ref: Part IV, Chap 6, Para C.5*)
9. Is the type of contract (Y) properly coded in the MOCAS database?
(*Ref: Part IV, Chap 6, Para C.5*)
10. Upon completion, did the contractor submit the completion/final voucher with supporting documentation no later than 1 year from the completion date?
(*Ref: Part IV, Chap 6, Para C.5*)
11. Prior to final voucher payment did the contractor and each assignee execute and deliver a release discharging the government from all liabilities, obligations and claims arising from this contract? (*Ref: Part IV, Chap 6, Para C.5*)

ADMINISTRATION OF GRANTS**(One Book Rev. Level - June 1995)**

1. Upon receipt of a grant, did CAO seek guidance from District or HQ, regulatory/policy guidance or develop a team plan for administration? (*Ref: Part IV, Chap 7, Para B*)
2. Has an Administrative Grants Officer (AGO) been appointed? Has the AGO received appropriate training? (*Ref: Part IV, Chap 7, Para B.6*)
3. Is the AGO carrying out contract administration in a manner appropriate to the specific requirements of the grant? (*Ref: Part IV, Chap 7, Para C*)

PROGRAM INTEGRATION

(One Book Rev. Level - June 1995)

1. Are all programs reviewed for the necessity of a Program Integrator(PI) or Program Support Team(PST)? *(Ref: Part IV, Chap 8, Para C.1)*
2. Has a PI been appointed for all ACAT 1 programs? *(Ref: Part IV, Chap 8, Para C.1)*
3. Are PI appointments made in writing by the commander?
(Ref: Part IV, Chap 8, Para C.2.a)
4.
 - a. Has PST membership been approved by the commander?
(Ref: Part IV, Chap 8, Para C.3)
 - b. Are PST composition and functions consistent with program requirements?
(Ref: Part IV, Chap 8, Para C.2.b)
5. Has a Memorandum of Agreement (MOA) been established? Is one in the negotiation process? *(Ref: Part IV, Chap 8, Para C.4)*
6. Has the MOA been negotiated and signed by the CAO commander and the PMO Program Director? *(Ref: Part IV, Chap 8, Para C.4.b.(5))*
7. Does the MOA fully document the working relationship between the CAO and PMO and include any specific requirements associated with contractor teaming agreements or joint ventures? *(Ref: Part IV, Chap 8, Para C.4.a)*
8. In the event of joint ventures, teaming agreements, or other multiple contractor/CAO activities occur, does the MOA identify a lead CAO?
(Ref: Part IV, Chap 8, Para C.4.a)
9. Where necessary, have Supporting Program Integrators (SPIs) been appointed at major subcontractors? *(Ref: Part IV, Chap 8, Para C.5)*
10. Is the MOA current? *(Ref: Part IV, Chap 8, Para C.4.b.(6))*
11. Has a surveillance plan been developed for a major programs/systems?
(Ref: Part IV, Chap 8, Para C.6.a)
12. Are surveillance plans current and fully documented, including these characteristics: (a) contract requirements, (b) special interest items, (c) points of contact, (d) guidelines for contractor evaluation, (e) reporting requirements, (f) review schedules, (g) PST and Supporting PST memberships, (h) meeting schedules, and (i) functional surveillance plans? *(Ref: Part IV, Chap 8, Para C.6.b)*
13. Has the surveillance plan been deployed? *(Ref: Part IV, Chap 8, Para C.7)*

14. Have all ACAT I programs been entered into a data base for ready access?
(*Ref: Part IV, Chap 8, Para C.12*)
15. Does the PI/PST staff have an understanding of the Bell Ringer Report process?
(*Ref: Part IV, Chap 8, Para C.13*)
16. Have Bell Ringer Reports been initiated when necessary or required?
(*Ref: Part IV, Chap 8, Para C.13.i*)
17. Does the PI conduct regular meetings with the PST?
(*Ref: Part IV, Chap 8, Para C.11.c*)
18. Does the PI interface appropriately with the contractor?
(*Ref: Part IV, Chap 8, Para C.13.j.10*)
19. Does the PI meet regularly with the PMO? (*Ref: Part IV, Chap 8, Para C.13.j.10*)
20. Has required program reporting been accomplished?
(*Ref: Part IV, Chap 8, Para C.10*)

PROPOSAL ANALYSIS
(One Book Rev. Level - June 1995)

1. Does the request for proposal analysis from the customer include a SF 1411 and cost/pricing data, SOW, and/or the requirements document?
(*Ref: Part V, Chap 1, Para C.1.a*)
2. Do historical files contain adequate documentation to support the use of price analysis, cost analysis or technical analysis or a combination? (*Ref: Part V, Chap 1, Para C.4*)
3. Was the cost and pricing data adequate for review and evaluation IAW FAR 15.804-6(b)(2)? If not, was the contractor and/or customer contracted before proceeding? (*Ref: Part V, Chap 1, Para C.2*)
4. Are requests for field pricing support and audit review in compliance with regulatory requirements in FAR/DFARS 15.805-5? (*Ref: Part V, Chap 1, Para C.1.a*)
 - a. Does the request meet the threshold requirements for fixed and/or cost contracts?
 - b. Does the requirement exist for "significant" tooling/test equipment?
5. Do Subcontractor assist requests meet the requirements in FAR 15.806-3(a)? If not, was the customer contracted to validate the need for the review?
(*Ref: Part V, Chap 1, Para C.1.e*)
6. Was the DLA Form 1542 properly prepared and used to assign request the Proposal Analysis Team? (*Ref: Part V, Chap 1, Para C.3*)
7. Were the following time deadlines generally considered in the assignment of pricing reviews? (*Ref: Part V, Chap 1, Para C.3*)
 - a. 30 days when an audit review was not required.
 - b. 45 days when an audit review was required? (MIR 448 reporting standards)
 - c. Were extensions to the above dates (or those agreed upon by the customer) coordinated with the customer in advance?
 - d. Are audit and tech due dates indicated on the DLA Form 1542?
8. Were assist reviews (audit/technical) required, and if so, were the requests made in a timely manner? (*Ref: Part V, Chap 1, Para C.5.a, d*)

FIELD PRICING SUPPORT

(One Book Rev. Level - 1997)

1. Are pricing requests being accepted by fax, mail, and/or E:mail?
2. Are reviews being performed in accordance with specific directions given by the customer?
3. Are memoranda of agreement (MOA) being developed where IPT pricing is used?
4. When MOAs are developed, do they contain milestones, clear objectives and specific responsibilities for the organizations involved?
5. At what level were the MOAs signed? Was it at a level high enough to indicate commitment to the IPT pricing approach?
6. Does the type of analysis done correspond to the complexity and dollar value of the contractor's proposal, risk to the government, and regulations?
7. On sole source contract pricing actions negotiated by the PCO, how do IPT and non-IPT cases compare in the resources devoted to the case and the preaward lead time required?
8. At what stage, e.g., pre-solicitation, pre-proposal, negotiation) was the majority of time spent and/or resources used?
9. Were pricing actions completed within the time frame requested?
10. Once AMS is up and running, of those pricing actions in-house, were they promptly entered into AMS?
11. In cases where the contractor refused to provide or could not provide justification or support, was the requester promptly notified?
12. Were appropriate analytical techniques, e.g., random sampling, moving averages, learning curves, and regression analyses, and cost models used in proposal evaluations?
13. Were the findings provided in the form and format requested by the customer?
14. For each case, was a file prepared containing sufficient documentation to constitute a full history and provide what cost or pricing data was submitted by the contractor and the scope of examination done by the analyst?
15. Has the CAO suggested the use of the IPT pricing methodology or other streamlined team-oriented negotiation approaches to buying offices when appropriate? (sole source buy of significant dollar value) or has it been "business as usual?"

16. In IPT pricing efforts, has the CAO participated fully as a member of the government pricing team and made valuable contributions towards successful negotiations?
17. Has the CAO set its sights on the objective of the contract pricing process, i.e., award at a fair and reasonable price as quickly as possible, rather than on the preparation of individual formal advisory reports?
18. Has the CAO discontinued the practice of routinely preparing "comprehensive field pricing reports" in response to requests for field pricing support? (These reports were previously classified as A, B, or C type field pricing reports?) Has the CAO instead tried to meet customer requests for assistance with focused "special reports" and TSNs?

FORWARD PRICING RATE AGREEMENTS (FPRAs)

(One Book Rev. Level - June 1995)

1. Who requested the FPRA? (*Ref: Part V, Chap 3, Para C.1*)
2. Does the contractor have a sufficient volume of contracts to warrant an FPRA?
(*Ref: Part V, Chap 3, Para C.1.a*)
3. Will benefits of an FPRA be greater than the cost and effort of establishing it?
(*Ref: Part V, Chap 3, Para C.1.a*)
4. Did the ACO request the FPRA proposal six months prior to the FPRA period?
(*Ref: Part V, Chap 3, Para C.1.a*)
5. Was the FPRA proposal current, accurate and complete as of the submission date? Did the proposal contain adequate data to support the contractor's estimate?
(*Ref: Part V, Chap 3, Para C.2*)
6. Did the ACO request assistance from DCAA, technical, pricing and cost monitor?
(*Ref: Part V, Chap 3, Para C.1.a, C.2*)
 - a. Were the assist reports submitted in a timely manner?
 - b. Were the assist reports comprehensive and of high quality?
 - c. Did the assist personnel participate in the negotiations?
7. Was a Prenegotiation Objective (PNO) prepared? (*Ref: Part V, Chap 3, Para C.3*)
8. Was a Post Negotiation Memorandum prepared? (*Ref: Part V, Chap 3, Para C.5*)
 - a. Did it address the differences between the PNO and negotiated rates?
 - b. Was it prepared in a timely manner?
 - c. Did it reconcile all questioned costs and disposition significant matters?
 - d. Was it reviewed and approved by the appropriate levels of supervision?
 - e. Was it reviewed by the Board of Review panel within 10 days after receipt?
9. Does the FPRA address specific terms and conditions, monitoring and canceling?
(*Ref: Part V, Chap 3, Para C.5*)
10. If the contractor is unwilling to enter into an FPRA, did the ACO issue an FPRR? Did the FPRR address the issues described above in paragraphs 8b - 8e and 9.
(*Ref: Part V, Chap 3, Para C.5*)
11. Was the FPRA /FPRR distributed to all interested buying agencies?
(*Ref: Part V, Chap 3, Para C.5.e*)

12. Was the FPRA/FPRR reviewed quarterly to assure continued validity?
(*Ref: Part V, Chap 3, Para C.6*)
13. Are the quarterly variances analyzed? If favorable variances existed, did the ACO take appropriate and timely action? (*Ref: Part V, Chap 3, Para C.6.c*)

FINAL OVERHEAD RATES

(One Book Rev. Level - June 1995)

1. Was a coordination meeting held with the contractor to assure that the contractor understands the proposal requirements? (*Ref: Part V, Chap 4, Para C.3*)
2. Was a proposal requested 60 days prior to the close of the contractor's fiscal year? (*Ref: Part V, Chap 4, Para C.3.a*)
3. Was the proposal submitted within 90 days of the close of the contractor's fiscal year? (*Ref: Part V, Chap 4, Para C.3.b*)
 - a. If not, did the ACO formally grant an extension?
 - b. Did the ACO document the reasons for the delay?
4. Was the use of Quick Close-out procedures considered? (*Ref: Part V, Chap 4, Para C.3.c*)
5. Were assist reports from pricing, technical, DCAA, and cost monitor requested? Were the assist reports timely, comprehensive, and of high quality? (*Ref: Part V, Chap 4, Para C.3*)
6. Was a Prenegotiation Objective prepared? (*Ref: Part V, Chap 4, Para C.8*)
 - a. Was it prepared in a timely manner?
 - b. Did it address the differences between the proposal and assist reports?
 - c. Was it reviewed and approved by proper levels of management?
 - d. Were all cost differences resolved prior to negotiation?
7. Was a Price Negotiation Memorandum (PNM) prepared? (*Ref: Part V, Chap 4, Para C.10*)
 - a. Was it prepared in a timely manner?
 - b. Did it address the issues in paragraphs 6b, 6c, and 6d above?
 - c. Did it address the differences between the PNO and the negotiated rates?
 - d. Did the Board of Review take action within ten days after receipt of the PNM?
8. Was the Overhead Agreement prepared and fully distributed in a timely manner? (*Ref: Part V, Chap 4, Para C.10.b*)
9. Was the Status of Open Overhead Negotiations report correctly maintained to reflect all actions taken in the negotiation process? (*Ref: Part V, Chap 4, Para C.10.c*)
10. Was the Report of Completed Overhead Negotiations submitted within 45 days of the agreement? (*Ref: Part V, Chap 4, Para C.10.b*)

PRICE NEGOTIATIONS

(One Book Rev. Level - June 1995)

1. Are price negotiations logged or --after it is fielded -- entered into the Automated Metrics System (AMS) in accordance with the AMS manual?
(*Ref: Part V, Chap 5, Para C.1*)
2. Is pricing support (TSNs, DCAA, subcontract) requested when required? And conversely, not requested unless required? (*Ref: Part V, Chap 5, Para C.2*)
3. Are prenegotiation objectives prior to all negotiations? Is the scope and depth of the discussion in the prenegotiation objectives appropriate given the nature of and circumstances surrounding the action at hand? (*Ref: Part V, Chap 5, Para C.3.a*)
4. Are technical, audit, and other pricing recommendations used in the development of prenegotiation objectives? If not, are the differences adequately explained?
(*Ref: Part V, Chap 5, Para C.3.b*)
5. Is the price analysis performed addressed in the prenegotiation objectives? If not performed, do the prenegotiation objectives discuss why not?
(*Ref: Part V, Chap 5, Para C.3.b*)
6. Is the status of contractor business systems (accounting, purchasing, estimating, etc.) discussed in the prenegotiation objectives? Is the impact of deficiencies in such systems on the proposal at hand discussed? (*Ref: Part V, Chap 5, Para C.3.b*)
7. Are prenegotiation objectives reviewed and approved in accordance with DCMC policy?
(*Ref: Part V, Chap 5, Para C.4*)
8. Are Price Negotiation Memoranda (PNM) in file? (*Ref: Part V, Chap 5, Para C.5. 7*)
9. Does the quality and content of the PNM lead the reader to conclude that the negotiation pricing arrangement is fair and reasonable? Does the PNM adequately explain why the negotiator considers the agreement fair and reasonable?
(*Ref: Part V, Chap 5, Para C5*)
10. Does the PNM identify the cost or pricing data submitted by the contractor and the extent to which the government relied on it.? (*Ref: Part V, Chap 5, Para C.5.b(2)*)
11. Does the PNM adequately discuss the resolution and disposition of contract audit findings and recommendations? (*Ref: Part V, Chap 5, Para C.5.b(5)*)

12. Are PNM reviewed and approved in accordance with DCMC policy?
(Ref: *Part V, Chap 5, Para C.6*)

Note To Examiners: The information required by the FAR, DFARS, and DLAD 5000.4 may be found in either of the two documents. It need not be repeated in both -- a cross-reference is sufficient. In other words, the two documents need to be reviewed as one.

CONTRACT MODIFICATIONS

(One Book Rev. Level - June 1996)

1. Does the ACO have authority to issue mods? (*Ref: Part V, Chap 6, Para B.3, 4, C.8*)
 - a. Has the ACO determined the type of mod required?
 - b. Are Change Orders required?
 - c. Is a contractor proposal required?
 - d. Has the action been logged?
 - e. Is the contractor's proposal accurate and complete?
 - f. Is funding available?
 - g. Is a formal review required?
 - h. Is pricing needed?
 - i. Is Prenegotiation Memorandum complete?
 - j. Is Board of Review required?
 - k. Is there a Negotiation Agreement?
 - l. If required, are Board recommendations properly dispositioned?
2. Postnegotiation. (*Ref: Part V, Chap 6, Para C.9*)
 - a. Is mod signed by contractor?
 - b. Is mod signed by ACO?
 - c. Is mod distributed?
 - d. Is log completed?
 - e. Is mod properly filed?

PROVISIONING

(One Book Rev. Level - June 1995)

1. Does the contract have a Provisioned Item Order (PIO) requirement, proper items, and does the ACO have authorization to issue PIOs? (*Ref: Part V, Chap 8, Sect B*)
2. Are the PIOs negotiated in a timely manner? (*Ref: Part V, Chap 8, Sect C*)
 - a. Does the contractor's proposal match the funding document?
 - b. Is cost/price data required?
 - c. Is legal review required?
 - d. Is a board of review required?
 - e. Is there a Supplemental Agreement as to price?
 - f. Were proposal team participants appropriate?
 - g. Was postaward conference held?
 - h. Were proposal process schedules defined and met?
3. Are the PIOs adequately funded and are the funding limits observed? Are applicable accounting and appropriation data being reviewed? (*Ref: Part V, Chap 8, Sect C.3.c*)

OVER AND ABOVE PROCESS

(One Book Rev. Level - June 1995)

1. Are all contracts reviewed for the over-and-above (O&A) clause?
(*Ref: Part V, Chap 9, Para C.1*)
2. Are O&A work requests entered into the management control system?
(*Ref: Part V, Chap 9, Para C.1*)
3. Is the O&A data base system being maintained? (*Ref: Part V, Chap 9, Para C.7*)
4. Are there strict internal CAO procedures established to control O&A funds?
(*Ref: Part V, Chap 9, Para C.1*)
5. Did the ACO discuss the O&A procedures during the Post Award Orientation Conference? (*Ref: Part V, Chap 9, Para C.3*)
6. Did the ACO authorized the contractor to use the O&A procedure when appropriate?
(*Ref: Part V, Chap 9, Para C.3*)
7. Was technical input requested? (*Ref: Part V, Chap 9, Para C.5, 6*)
8. Have periodic reviews been performed to identify adverse trends?
(*Ref: Part V, Chap 9, Para C.8*)
9. Did the contractor take appropriate action when deficiencies were noted?
(*Ref: Part V, Chap 9, Para C.8*)
10. Were the O&A work requests sufficiently documented?
(*Ref: Part V, Chap 9, Para C.6*)
11. Did the ACO definitize the work requests in a timely manner?
(*Ref: Part V, Chap 9, Para C.9*)

ORDER ISSUANCE**(One Book Rev. Level - June 1996)**

1. Does the ACO have an acceptable delegation?
(Ref: Part V, Chap 10, Sect B and Para C.1-3)
 - a. Confirm with PCO when delegation is not given?
 - b. If not provided, ACO should request or review Justifications and Approvals/Determinations and Findings.
2. Did the Orders Issued comply with regulations?
(Ref: Part V, Chap 10, Sect B and Para C.4)
 - a. FAR Part 15 - Contracting by Negotiation
 - b. FAR Part 17 - Special Contracting Methods
 - c. FAR Part 19 - Small Business Programs
 - d. FAR Part 22 - Application of Labor Laws to Government
 - e. DFARS Part 215 - Contracting by Negotiation
 - f. Synopsis
 - g. Distribute Orders per FAR and DFARS

CONTRACT AUDIT FOLLOWUP

(One Book Rev. Level - June 1995)

1. Are all audit reports listed as "reportable" on the semiannual status reports, and, if so, do all include the required audit form? (*Ref: Part V, Chap 12, Para C.1*)
2. Has the organization established a Contract Audit Followup monitor and alternate? (*Ref: Part V, Chap 12, Para B.3.d*)
3. Do all personnel in the CAFU process have access to the MOCAS CAFU database? (*Ref: Part V, Chap 12, Para C.2*)
4. Does the CAFU monitor receive the "Audit Record Alerts" from the MOCAS CAFU system? Does the monitor log the alerts and assign and forward them to the appropriate ACO prior to month end? (*Ref: Part V, Chap 12, Para C.2.c, d*)
5. Are the reportable audit record elements entered into the CAFU system and kept current? (*Ref: Part V, Chap 12, Para C.2*)
6. Resolution: (*Ref: Part V, Chap 12, Para C.1*)
 - a. Did audit resolution occur under one of the three methods prescribed?
 - b. Was the resolution supported by appropriate documentation?
 - c. Did resolution occur within six months of issue of the audit report? If not, was the cause of the delay entered in the remarks section of the audit record?
7. Disposition: (*Ref: Part V, Chap 12, Para C.6*)
 - a. Did audit disposition occur using one of the prescribed methods?
 - b. Was the disposition supported by appropriate documentation?
 - c. Did disposition occur within 12 months of issue of the audit report. If not, was the cause of the delay entered in the remarks section of the audit record?
 - d. Were audit reports concerning contractor accounting and estimating deficiencies dispositioned only after correction of all deficiencies?

DEFECTIVE PRICING**(One Book Rev. Level - June 1995)**

1. Have all significant actions been recorded in the official contract file?
(Ref: Part V, Chap 13, Para C.1.a(1)(a))
2. Has legal, audit, technical and other pricing support been obtained as necessary?
(Ref: Part V, Chap 13, Para C.1.b, 6)
3. Has interest been collected, if applicable? *(Ref: Part V, Chap 13, Para C.4)*
4. For DoD contracts, has the penalty been applied if applicable?
(Ref: Part V, Chap 13, Para C.4)
5. Does the contract modification or demand letter separately identify the repayment amount, interest amount, and penalty amount? *(Ref: Part V, Chap 13, Para C.7)*
6. Was the audit finding resolved within 180 days? *(Ref: Part V, Chap 13, Para C.2)*

CORPORATE ACO/DIVISIONAL ACO**(One Book Rev. Level - June 1995)**

1. Were the proper files established when the need for a CACO position was considered?
(Ref: Part V, Chap 14, Para C.1.e)
2. Did the CAO prepare semi-annual reports of corporate activity, and were they complete? *(Ref: Part V, Chap 14, Para C.6)*
3. In those instances, where the CACO is assigned to a Defense Corporate Executive Position, were the required contractor status reports prepared?
(Ref: Part V, Chap 14, Para C.6.c(2)(d), (e), and (f))
4. Are CACO/DACO agreements current? *(Ref: Part V, Chap 14, Para C.5)*
5. Is there evidence of systematic communication with the customer base?
(Ref: Part V, Chap 14, Para C.4)

GUIDELIST
FIRST ARTICLE TESTING AND APPROVAL
(One Book Rev. Level - June 1996)

1. Is the first article requirement properly reflected in the MOCAS database?
(*Ref: Part VI, Chap 1, Para C.1.a*)
2. Does the ACO negotiate progress payment limitations with the contractor when applicable? (*Ref: Part VI, Chap 1, Para C.2*)
3. Is the first article progress payment limitation, when contractually established, entered in MOCAS through the Progress Payment Master File?
(*Ref: Part VI, Chap 1, Para C.3*)
4. Verify that all first article requirements are identified during initial contract review by the CAO team and that a plan of action has been established.
(*Ref: Part VI, Chap 1, Para C.4*)
5. Verify that some level of postaward discussions with the contractor have been conducted and documented. (*Ref: Part VI, Chap 1, Para C.5*)
6. Verify that a process surveillance plan for monitoring first article development and delivery schedule has been established. (*Ref: Part VI, Chap 1, Para C.6*)
7. Verify that all PCO requirements are identified and coordinated.
(*Ref: Part VI, Chap 1, Para C.7*)
8. Has the CAO team reviewed the contractor's first article test report for the proper information before authorizing delivery? (*Ref: Part VI, Chap 1, Para C.8*)
9. If nonconformances are noted, is corrective action requested?
(*Ref: Part VI, Chap 1, Para C. 9*)
10. Is the PCO notified of the CAO teams recommendation of first article or first article test report acceptability or non-acceptability? (*Ref: Part VI, Chap 1, Para C.10*)
11. Is PCO approval of first article provided to the contractor when received by the CAO team? (*Ref: Part VI, Chap 1, Para C.11.a*)
12. If delegated, does the CAO team notify the contractor of first article approval or disapproval? (*Ref: Part VI, Chap 1, Para C.11.b*)
13. Is the delivery schedule in the MOCAS database revised to reflect the delivery schedules established by first article approval or disapproval?
(*Ref: Part VI, Chap 1, Para C. 12*)

CONFIGURATION MANAGEMENT

(One Book Rev. Level - June 1995)

1. Is there a focal point for Configuration Management (CM)? Do personnel performing the CM functions understand the basic concepts of CM? Have they received CM training? (*Ref: DCMC Memorandum 96-36, Training Needs Analysis and Quota Usage (POLICY), dated August 1, 1996*)
2. Is there a clear understanding of who in the CAO has responsibility and authority to sign out comments to buying activities, coordinate on Class II Engineering Change Proposal (ECP) classification, and the like? (*Ref: Part VI, Chap 2, Para C.2.a*)
3. Does the CAO contract review system identify CM requirements? (*Ref: Part VI, Chap 2, Para C.1.b*)
4. Has a CM surveillance plan been established either independent of or as part of the engineering surveillance plan? Is the plan continually updated, and does it reflect contractual and MOA/LOD requirements, schedules of reviews, and areas where increased surveillance or follow-up is needed? How is surveillance performed? (*Ref: Part VI, Chap 2, Para C.2.b, 3*)
5. Where CM functions are performed by independent program teams or representatives, is the performance of the teams/representatives being monitored and evaluated to ensure consistent contractor performance? (*Ref: Part VI, Chap 2, Para 3.c*)
6. Are the reasons for Class II ECPs assigned correctly and tracked for cause, i. e., to correct design errors, improve design, change requirements, etc. (*Ref: Part VI, Chap 2, Para C.6*)
7. Where the CAO coordination approval rate of Class II ECPs is 95 percent or higher, has the CAO implemented a risk-based approach to reviewing Class II ECPs? (*Ref: Part VI, Chap 2, Para C.6; DCMC Policy Letter No. 95-11, Class II Engineering Changes (ECPs), dated September 22, 1995*)
8. Is the CAO working with the contractor(s) to reduce the numbers of Class I ECPs to correct design errors and Class II ECPs where quantities are high? (*Ref: Part VI, Chap 2, Para C.6*)
9. Are timely and substantive comments being provided to buying activities on ECPs and Requests for Deviations (RFDs) and Requests for Waivers (RFWs) that require buying activity approval? (*Ref: Part VI, Chap 2, Para C.6*)
10. a. If the contractor is authorized to process minor nonconformances through the Material Review Board (MRB), are nonconformances properly classified? (*Ref: Part VI, Chap 2, Para C.5*)

- b. Is material properly dispositioned, e. g., are approved Standard Repair Procedures used, and are use-as-is dispositions approved by the CAO?
(*Ref: Part VI, Chap 2, Para C..5*)
 - c. Are causes investigated, trends evaluated, root causes determined, and corrective actions implemented? (*Ref: Part VI, Chap 2, Para C.5.i*)
11. Is the Automated Configuration Tracking System implemented?
(*Ref: AQC Policy Letter 95-4, Implementation of the Automated Configuration Management Tracking System (ACTS) Version (v.) 1.0.*)
- a. Is the current version installed?
 - b. Are ECPs, RFDs, RFWs, and Value Engineering Change Proposals (VECPs) being tracked and processed in ACTS?
 - c. Is data imported from all teams and remote offices where appropriate?
 - d. Is metrics data generated using ACTS?
 - e. Is PCO disposition incorporated where appropriate?
12. Where Functional Configuration Audits/Physical Configuration Audits (FCA/PCA) are required by MOA, is the CAO participating in activities and meetings and ensuring completion of action items by the contractor? (*Ref: Part VI, Chap 2, Para C.7*)

WARRANTIES**(One Book Rev. Level - June 1995)**

1. Are warranty items and contract warranty clauses identified during contract review?
(Ref: Part VI, Chap 5, Para C.1.a)
2. Does the CAO maintain a database to chart warranty actions and processes?
(Ref: Part VI, Chap 5, Para C.1.b)
3. Does the CAO verify upon arrival the condition of a returned warranty item and its shipping container? **(Ref: Part VI, Chap 5, Para C.3)**
4. Does the CAO concur with the contractor's process for repairing each returned warranty item to a usable condition? **(Ref: Part VI, Chap 5, Para C.3.c)**

DEFICIENCY REPORTS (DRs)

(One Book Rev. Level March 1997)

1. Does the CAO Deficiency Report Program Manager (DRPM) conduct an initial evaluation of each DR and respond in writing or electronically to the originator?
(Ref: *Part VI, Chap 6, Para C.1.a*)
2. Does the DRPM enter DR data into the DR Database system?
(Ref: *Part VI, Chap 6, Para C.1.a*)
3. Does the CAO DRPM establish a 20-day (Category 1) or a 30-day (Category II) suspense from the date of receipt of a DR for processing?
(Ref: *Part VI, Chap 6, Para C.1.b*)
4. Has the CO DRPM identified an individual within the CAO to serve as the DR investigator and does he supply him with copies of the DR?
(Ref: *Part VI, Chap 6, Para C.1.c*)
5. Has the CAO DRPM transmitted the DR to the contractor, requesting a contractor investigation and reply, and does he monitor the contractor's response for promptness, i.e., within seven days? (Ref: *Part VI, Chap 6, Para C.1.e, f*)
6. Does the CAO DRPM have a system in place for monitoring exhibit status, whether the exhibit is requested or not, and does the system track the five listed requirements?
(Ref: *Part VI, Chap 6, Para C.1.f (1-5)*)
7. Does the CAO investigator have a system in place to evaluate DRs to the eight listed requirements? (Ref: *Part VI, Chap 6, Para C.1.g (1-8)*)
8. What system does the CAP DRPM have in place to insure that customer responses to Action DRs are provided in accordance with the eight listed requirements?
(Ref: *Part VI, Chap 6, Para C.1.h (1-8)*)
9. What system does the CAO DRPM have for soliciting and documenting customer satisfaction feedback and analyzing it for improvement?
(Ref: *Part VI, Chap 6, Para C.1.i*) (*Examiner Note: Please pass responses to PIC Category 7 Examiner*)
10. What system does the CAO have in place for reporting deficiencies in Government Property (GFM/GE), and does the system meet the minimum requirements?
(Ref: *Part VI, Chap 6, Para C.2.a-e*)
11. Are Outgoing DRs processed in accordance with guidance of DLAR 4155.24)?
(Ref: *Part VI, Chap 6, Para C.2*)

GOVERNMENT-INDUSTRY DATA EXCHANGE PROGRAM**(One Book Rev. Level - June 1995)**

1. What method is used to document and store GIDEP findings?
(Ref: Part VI, Chap 7, Para C.6)
2. How does the CAO communicate their findings to the GIDEP Operations Center?
(Ref: Part VI, Chap 7, Para C.9, 10)
3. How does the CAO ensure a communications link with the GIDEP Operations Center?
(Ref: Part VI, Chap 7, Para C.9)
4. Does the CAO have a primary and alternate GIDEP Monitor?
(Ref: Part VI, Chap 7, Para C.9)
5. How does the CAO determine if GIDEP is part of contracts?
(Ref: Part VI, Chap 7, Para C.10)
6. Who follows the contract if GIDEP clauses are in the contract and what methods are employed to determine compliance? *(Ref: Part VI, Chap 7, Para C.10)*
7. How does the CAO determine if the contractor has taken corrective action when a GIDEP problem is discovered? *(Ref: Part VI, Chap 7, Para C.2, 3, 9)*
8. What steps does the CAO take when the contractor does not take corrective action on a GIDEP problem? *(Ref: Part VI, Chap 7, Para C.9)*
9. Who does the investigation if a GIDEP problem arises?
(Ref: Part VI, Chap 7, Para C.5)

ENGINEERING DESIGN AND DEVELOPMENT

(One Book Rev. Level - June 1995)

1. Are focal points identified for the major engineering functions?
(*Ref: Part VI, Chap 9, Para B.2*)
2. Is there a system of contract review to determine engineering requirements? How is contract review documented? Are there CAO policies which address contractor-wide engineering activities and cross team or cross functional coordination?
(*Ref: Part VI, Chap 9, Para C.1*)
3. Has an engineering surveillance plan been established?
(*Ref: Part VI, Chap 9, Para C.4*)
4. How are areas of surveillance or need for system evaluations determined: Contract requirements, MOA or LOD, C/SCSC or other EV requirement. Team requests, Risk Analyses, or Program schedules? (*Ref: Part VI, Chap 9, Para C.4.a(3)*)
5. How is the engineering surveillance plan structured: by contractor/contract, program schedule, or critical program milestones? (*Ref: Part VI, Chap 9, Para C.4.a(2)*)
6. What is examined in the engineering surveillance plan:
(*Ref: Part VI, Chap 9, Para C.5*)
 - a. Contractor systems, policies, procedures, products, performance, organization, resourcing, use of concurrent engineering, integrated product teams, manufacturing processes, etc.?
 - b. Contractually required plans or technical data, i.e., Systems Engineering Plan, Configuration Management Plan, and the like?
 - c. Are the requirements of the Memorandum of Understanding or Letter of Delegation reflected in the engineering surveillance plan?
7. Is the engineering surveillance plan followed and used as a guide? Are frequencies delineated to accomplish routine reviews or system audits in conjunction with contractual milestones? (*Ref: Part VI, Chap 9, Para C.5.a*)
8. How are results documented? Is the program office notified when contractual requirements are not met? Is the CAO meeting customer requirements?
(*Ref: Part VI, Chap 9, Para C.5, 6*)
9. Does the contractor submit corrective action when necessary?
(*Ref: Part VI, Chap 9, Para C.7*)
10. What is the status of current engineering-related projects, such as single process initiatives, PROCAS, or ACTS implementation?

11. Are the engineering focal points trained? (*Ref: DCMC Memorandum 96-36, Training Needs Analysis and Quota Usage (POLICY), dated August 1, 1996*)

- DAWIA
- Required functional courses

CONTRACTOR PERFORMANCE MEASUREMENT

(One Book Rev. Level - June 1995)

1. Is Cost/Schedule (C/S) information being used by Program Support Team (PST) members on a routine basis to accomplish Program Assessments and identify risk areas? Is it communicated in a timely manner to the cognizant program office staff personnel for possible corrective action? (*Ref: Part VI, Chap 10, Para C.10.c*)
2. Do PST members understand the basic concepts of C/S and have an understanding of the contractors' systems which provide earned value management information? (*Ref: Part VI, Chap 10, Para C.10.c*)
3. Are personnel assigned Contract Performance Measurement (CPM) responsibilities on a full-time or part time basis? (*Ref: Part VI, Chap 10, Para C.1.a*)
4. Does the customer (Program Office) provide feedback on surveillance activity? Has a Memorandum of Agreement (MOA) for system surveillance been executed between the CAO and Program Office? (*Ref: Part VI, Chap 10, Para C.3, 4*)
5. Are C/S system surveillance plans in place? (*Ref: Part VI, Chap 10, Para C.4*)
6. How is system surveillance being accomplished? (*Ref: Part VI, Chap 10, Para C.7, 8*)
7. Do system surveillance activities change based on identified risk areas? Does the contractor participate jointly with the CAO in accomplishing system surveillance duties? If not, has the contractor been asked to participate? (*Ref: Part VI, Chap 10, Para C.10.b, c*)
8. Does the CAO work proactively with the contractor to seek Value-Added criteria compliant streamlining changes to the contractor's earned value management system? (*Ref: Part VI, Chap 10, Para C.10*)
9. Have CPM monitors received formal training in Performance Measurement? Have the monitors completed or fulfilled the requirements of DAU CPM courses BFM 102 (Fundamentals CPM Course) and BFM 203 (Intermediate CPM Course)? If not, are they scheduled to take the courses? (*Ref: DCMC Memorandum 96-36, Training Needs Analysis and Quota Usage (POLICY), dated August 1, 1996*)

EARNED VALUE MANAGEMENT SYSTEMS (EVMS) AND COST/SCHEDULE STATUS REPORT (CSSR)

(One Book Rev. Level - 1997)

NOTE: Applicable when CAO has contracts containing the EVMS clause (252.234-7000) or the CSSR clause (252.242-7005)

Program Surveillance Responsibilities

1. Do surveillance team members understand the basic concepts of Earned Value and have an understanding the contractors' systems which provide earned value management information?
2. Is Earned Value information being used by the surveillance team members on a routine basis to identify risk areas, guide functional surveillance activities, accomplish Program Assessments, and communicate (to the cognizant program office) program status and possible corrective action?

EVMS Monitor Responsibilities

1. Does the CAO work proactively with the contractor to seek EVMS changes that align the contractor's earned value management system with the contractor's program management practices?
2. Are specific personnel assigned to EVMS Monitor responsibilities?
3. Have EVMS Monitors received training in Performance Measurement?
 - DAWIA Level II Certification in any career field?
 - BFM 102 (Fundamentals CPM course)?
 - BFM 203 (Intermediate CPM course)?
4. Does the contractor have a demonstrated commitment to the use of Earned Value to manage programs? Is there an executed EVMS Advanced Agreement between the CAO and the contractor?
5. Is an EVMS Surveillance Plan in place? Does the plan address the following areas:
 - a. Surveillance approach using contractor-led activities or joint CAO-contractor activities where possible.
 - b. Connect surveillance to EVMS processes, vice surveillance tied to yearly checks for compliance against criteria elements.
 - c. Connect surveillance to surveillance approach.

- d. EVMS assessment that addresses EVMS data accurately reflecting the status of programs and EVMS data used to manage programs.
 - e. Responsibility for system findings and corrective actions.
 - f. Communication of EVMS system surveillance. Identify contractor EVMS stakeholders, information needs of each, when information is needed, and how information is transmitted.
6. Has a Memorandum of Agreement (MOA) been executed between the CAO and program office? Does the program office customer provide feedback on surveillance activity?

SURVEILLANCE OF SOFTWARE DEVELOPMENT

(One Book Rev. Level - June 1995)

1. Is the Software Personnel Development Program being followed? How many software personnel have applied for or taken M-32, F/TRANS, CMM, etc.? How many software personnel have applied for or been granted SPDP Level I, II, or III certification?
(*Software Personnel Development Program, January 1995*)
2. Is the Software Professional Estimating and Collection System (SPECS) being used by all personnel performing software surveillance? Is the CAO reviewing monthly the SPECS data? Is the SPECS data reported to the districts by the 10th of each month?
3. Does the team participate in pre-contract reviews, contract requirements reviews, and follow-up with identified deficiencies? (*Ref: Part VI, Chap 11, Para C.1, 2, 3*)
4. Is the team participating in Postaward Orientation Conferences, as warranted?
(*Ref: Part VI, Chap 11, Para C.4*)
5. Have a Program Integrator and appropriate Program Support Team members been appointed to assure that they are on distribution for software-related specifications, data deliverables, progress or status reports, metrics, etc.?
(*Ref: Part VI, Chap 11, Para C.5*)
6. Does the team have a software surveillance plan that is a living document reflecting the current status of programs? Has a Memorandum of Agreement (MOA) been initiated?
(*Ref: Part VI, Chap 11, Para C.6, 7, 8*)
 - a. Does the surveillance plan include data collection and analyses and a product audit schedule?
 - b. Does the surveillance plan include a critical development path determination to highlight areas of potential high cost, and schedule or technical performance problems indicating a need for increased surveillance?
7. Are contractor-prepared plans, such as SDP, SCMP, SQA, and the like, reviewed for adequacy and contract compliance in a timely manner? Are deficiencies identified and brought to the attention of the customer and contractor?
(*Ref: Part VI, Chap 11, Para C.9*)
8. Are Corrective Action Requests (CARs) and Continuous Improvement Opportunities (CIOs) initiated, tracked as needed, and findings reported to the PMO? If shortfalls or inadequacies exist, is a method in place (other than CARs or CIOs) to raise the issue? Are process improvement activities being performed?
(*Ref: Part VI, Chap 11, Para C.10*)

9. Has the team validated the contractor's process charts or, when not available, created their own? (*Ref: Part VI, Chap 11, Para C.11*)
10. Has the team selected key measurement points and identified appropriate metric sets and evaluated them for trends as part of risk management activities? Have follow-up actions been taken, based on these risk areas? Have any adverse trends been identified as a result of metrics analyses and reported to the PMO?
(*Ref: Part VI, Chap 11, Para C.12, 13, 14*)
11. Is the team actively participating in formal reviews or other joint technical/management reviews (if MIL-STD-498 guidelines apply)? (*Ref: Part VI, Chap 11, Para C.15*)
12. Has the team conducted audits and supported informal testing, documented results and findings in program surveillance files, and provided assessments of program impact to the PMO? (*Ref: Part VI, Chap 11, Para C.16*)
13. Is there objective evidence of a process for accepting product in accordance with contract requirements? (*Ref: Part VI, Chap 11, Para C.17*)

INTEGRATED LOGISTICS SUPPORT

(One Book Rev. Level - June 1995)

1. **GENERAL:** Integrated Logistics Support (ILS) is usually "tailored" to meet supportability, availability, and other related requirements during a system's life cycle. The degree of CAO involvement will depend on the risk or cost associated with the program, contractor performance history, existence of resident PMO ILS specialist, and various other factors.
2. **CONTRACT REVIEW:**
 - a. Are all contracts received by the CAO distributed to the technical elements to determine ILS surveillance requirements? (*Ref: Part VI, Chap 12, Para C.1*)
 - b. Are all major design and development logistics milestones identified in the contract? (*Ref: Part VI, Chap 12, Para C.2*)
 - c. Are contract ILS deficiencies identified and corrective action recommendations made to the Program Manager or PCO through the Program Integrator of ACO? (*Ref: Part VI, Chap 12, Para C.3*)
3. **SURVEILLANCE PLAN:**

Has an ILS surveillance plan been prepared based on contract requirements and contractor projected activities? (*Ref: Part VI, Chap 12, Para C.4*)
4. **PERFORM SURVEILLANCE:**
 - a. Have CAO personnel reviewed contractor ILS procedures, analyses, records, and related documents to ensure they adequately address contractually required objectives? (*Ref: Part VI, Chap 12, Para C.5*)
 - b. Have CAO personnel assessed whether the contractor's management system and technical actions adequately integrate logistics considerations into the design process? (*Ref: Part VI, Chap 12, Para C.5*)
 - c. Are CAO personnel attending appropriate design, ILS, and program reviews? (*Ref: Part VI, Chap 12, Para C.5*)
 - d. Are major and critical subcontracts reviewed to verify proper flowdown of ILS requirements? (*Ref: Part VI, Chap 12, Para C.5*)
 - e. Do CAO personnel performing ILS surveillance assess whether the contractor is performing effectively and whether deficiencies will materially affect program or contract success? (*Ref: Part VI, Chap 12, Para C.6*)

- f. Is the Program Integrator advised of ILS status and any problems which could impact cost, schedule, technical performance, and/or other program objectives?
(*Ref: Part VI, Chap 12, Para C.6*)

5. **CORRECTIVE ACTIONS:**

- a. Are corrective action requests given to the contractor regarding identified ILS deficiencies? (*Ref: Part VI, Chap 12, Para C.7*)
- b. Are contractor-proposed corrective actions evaluated for accuracy?
(*Ref: Part VI, Chap 12, Para C.7*)
- c. Are corrective actions tracked to ensure effective implementation?
(*Ref: Part VI, Chap 12, Para C.7*)
- d. Are the Program Integrator and other functional elements kept informed of corrective action issues? (*Ref: Part VI, Chap 12, Para C.7*)

VALUE ENGINEERING
(One Book Rev. Level - June 1995)

1. Is there a focal point for Value Engineering (VE)?
(*Ref: Part VI, Chap 13, Para B.5.*)
2. Does the CAO contract review process identify VE requirements (mandatory vs. Voluntary clause)? (*Ref: Part VI, Chap 13, Para C.1.a*)
3. Has the CAO contacted contractors with VE requirements to ensure that the benefits of VE are understood? Are records of these contacts kept?
(*Ref: Part VI, Chap 13, Para C.2.a*)
4. Where the contractor is required to perform VE, has a VE surveillance plan been established independent of or included in the engineering surveillance plan? Is the plan continually updated, and does it include contract and MOA requirements, schedules of reviews, and areas where increased surveillance or follow-up are needed? How is surveillance performed? (*Ref: Part VI, Chap 13, Para C.3*)
5. Are all Value Engineering Change Proposals (VECPs) reviewed, and are substantive and timely comments being provided to buying activities?
(*Ref: Part VI, Chap 13, Para C.4.c-e*)
6. Are all VECPs being tracked and processed in the Automated Configuration and Tracking System? (*Ref: Part VI, Chap 13, Para C.4.f*)
7. Is a documented suspense file maintained to assure that VECP follow-ups are performed at the proper frequencies. (*Ref: Part VI, Chap 13, Para C.4.g*)

TEST AND EVALUATION MANAGEMENT

(One Book Rev. Level - June 1995)

1. Are contracts reviewed for any of the documents referenced in DLAD 5000.4, Part VI, Chapter 14, Para A, which indicate Test and Evaluation Management tasks to be performed? (*Ref: Part VI, Chap 14, Para A, C.1*)
2. Have evaluations of contractor test reports been submitted to the PMO?
(*Ref: Part VI, Chap 14, Para 3.a*)
3. Have CAO engineers, quality assurance specialists, and other appropriate specialists participated in design reviews, test management reviews, and formal/informal tests and evaluations? (*Ref: Part VI, Chap 14, Para 3.b*)
4. Are recommendations provided to the PMO on contractor-proposed test and evaluation plans, procedures, and reports to ascertain impacts on system cost, schedule, performance, and quality assurance requirements? (*Ref: Part VI, Chap 14, Para 3.c*)
5. Has the CAO verified that contractor test planning and execution were properly conducted and that test results and analyses were properly stated?
(*Ref: Part VI, Chap 14, Para 5.a*)
6. Have testing problems which potentially impact program cost, schedule, technical performance, or test integrity been identified to the Program Integrator and PMO?
(*Ref: Part VI, Chap 14, Para 5.a*)
7. Are contractor-proposed changes evaluated and recommendations made to the PMO?
(*Ref: Part VI, Chap 14, Para 5.c*)

RELIABILITY AND MAINTAINABILITY

(One Book Rev. Level - June 1995)

1. How are contracts identified for review for Reliability & Maintainability (R&M) requirements? (*Ref: Part VI, Chap 15, Para C.1*)
2. Are all contracts so identified being reviewed? (*Ref: Part VI, Chap 15, Para C.1*)
3. When deficiencies in contracts are noted, is the contracting officer notified of these deficiencies and the deficiency documented? (*Ref: Part VI, Chap 15, Para C.2*)
4. Are follow-up efforts made to insure that all identified deficiencies have been addressed in a timely manner? (*Ref: Part VI, Chap 15, Para 2, 7*)
5. For contracts requiring Reliability Program Plans or Maintainability Program Plans, are copies readily available for CAO use? (*Ref: Part VI, Chap 15, Para 4*)
6. What is the CAO process for identifying and correcting anomalies noted between contractual R&M requirements, contractor R&M plans, and the contractor's ability to achieve overall R&M objectives? (*Ref: Part VI, Chap 15, Para 4*)
7. Does the R&M surveillance plan describe the CAO approach for monitoring and assessing the contractor's overall R&M management system across all contracts as well as for monitoring contractor R&M performance on individual contracts? (*Ref: Part VI, Chap 15, Para 5*)
8. Have all major R&M requirements been identified and incorporated in a surveillance plan? (*Ref: Part VI, Chap 15, Para 5*)
9. Have major milestones been identified that can be monitored for progress? (*Ref: Part VI, Chap 15, Para 5*)
10. Has a schedule been developed that would permit monitoring completion of identified major milestones? (*Ref: Part VI, Chap 15, Para 5*)
11. When milestones are missed, is there a mechanism for investigation and assessment of causes and the associated risk to the schedule? (*Ref: Part VI, Chap 15, Para 5, 6*)
12. Is the buying office provided status periodically of problems and progress of the R&M program? (*Ref: Part VI, Chap 15, Para B.2, 7*)
13. At the completion of a major milestone, is relevant data reviewed for accuracy and completeness? (*Ref: Part VI, Chap 15, Para 5*)

14. Are corrective action requests issued for deficiencies noted in the contractor's implementation of the R&M program? (*Ref: Part VI, Chap 15, Para 6*)
15. If deficiencies are not resolved with the contractor in a timely manner, is the contracting officer notified? (*Ref: Part VI, Chap 15, Para 7*)

WORK MEASUREMENT

(One Book Rev. Level - June 1995)

1. Are contracts reviewed to identify manufacturing system requirements?
(*Ref: Part VI, Chap 16, Para C.1.a, b*)
2. Are MIL-STD-1567 requirements identified? (*Ref: Part VI, Chap 16, Para C.2*)
3. If MIL-STD-1567 is not required, are any work measurement system requirements identified in contracts? (*Ref: Part VI, Chap 16, Para C.3*)
4. Have the contractor's work measurement systems been baselined against requirements?
(*Ref: Part VI, Chap 16, Para C.4*)
5. Has a technical risk assessment been performed against work measurement system requirements? (*Ref: Part VI, Chap 16, Para C.5*)
6. Have the work measurement system requirements been addressed in a PROCAS plan?
(*Ref: Part VI, Chap 16, Para C.6*)
7. Have critical work measurement subsystems been identified?
(*Ref: Part VI, Chap 16, Para C.7*)
8. Are subsystems and processes selected for review? Have they been flowcharted or analyzed in detail? (*Ref: Part VI, Chap 16, Para C.7, 8*)
9. Are metrics selected and analyzed? (*Ref: Part VI, Chap 16, Para C.9*)
10. If deficiencies are identified, are the contractual impacts analyzed?
(*Ref: Part VI, Chap 16, Para C.10, 11*)
11. Are CARs issued against identified contractual deficiencies?
(*Ref: Part VI, Chap 16, Para C.12*)
12. If a non-contractual deficiency or weakness is identified, is a Continuous Improvement Opportunity (CIO) documented? (*Ref: Part VI, Chap 16, Para C.13*)

MANUFACTURING TECHNOLOGY PROGRAM**(One Book Rev. Level - June 1995)**

1. Has a Manufacturing Technology requirement and benefit to be gained, been identified?
(Ref: Part VI, Chap 17, Para. C.1.b)
2. Do engineering personnel work with the buying office to identify manufacturing operations for candidate Man Tech applications? *(Ref: Part VI, Chap 17, Para. C.1.c)*
3. Are engineering personnel helping to evaluate proposed Man Tech agreements?
(Ref: Part VI, Chap 17, Para. C.2.a)
4. Are engineering personnel participating with the buying office in defining and analyzing technology programs, including the potential for multiservice applicability of the Man Tech project? *(Ref: Part VI, Chap 17, Para. C.2.b)*
5. Do engineering personnel, with the assistance of the buying activity, monitor the progress of projects? *(Ref: Part VI, Chap 17, Para. C.3)*
6. Are engineering personnel assisting the buying office in developing a method for tracking and evaluating benefits from Man Tech initiatives?
(Ref: Part VI, Chap 17, Para. C.4)

INDUSTRIAL LABOR RELATIONS

(One Book Rev. Level - June 1996)

1. Has the DCMAO/DPRO established an Industrial Labor Relations Liaison to manage the Industrial Labor Relations at that facility? (*Ref: Part VI, Chap 18, Para. B.5*)
2. Does the liaison establish and maintain contractor labor-management status information? (*Ref: Part VI, Chap 18, Para. B.5.(a)*)
3. Does the liaison coordinate with the district appointed Industrial Labor Relations Officer (ILRO) when investigating reports of labor disputes to determine the status of potential or actual strike/work stoppages? (*Ref: Part VI, Chap 18, Para. B.5.(b)*)
4. Has the contract been reviewed to determine if the contractor has a union agreement and is that information noted in the Industrial Labor Relations database? (*Ref: Part VI, Chap 18, Para. C.1*)

DELIVERABLE TECHNICAL DATA

(One Book Rev. Level - June 1995)

1. Is there a focal point for deliverable technical data? (*Ref: Part VI, Chap 19, Para C.4*)
2. Does the CAO contract review system identify Deliverable Technical Data requirements? (*Ref: Part VI, Chap 19, Para C.1*)
3. Are all Contract Data Requirement Lists (CDRLs) reviewed to ensure that a CDRL is provided for each data item required, that inspection codes are appropriate, and that the CAO is on distribution for data items of interest to them?
(*Ref: Part VI, Chap 19, Para C.1*)
4. Has the CAO participated in any Engineering Data Guidance Conferences? If yes, were known problems, issues, or concerns shared with the Program Office representatives?
(*Ref: Part VI, Chap 19, Para C.3*)
5. Has a deliverable technical data surveillance plan been established, either independently as part of the engineering or configuration management surveillance plans? Is the plan continually updated? Does the plan include contract and MOA requirements, schedules of reviews, and areas where increased surveillance or follow-up is needed? How is surveillance performed? (*Ref: Part VI, Chap 19, Para C.4, 5*)
6. Have the contractor's written operating procedures for deliverable technical data been reviewed for adequacy and compliance to contract requirements, including those for use of restrictive markings? (*Ref: Part VI, Chap 19, Para C.5.a*)
7. Is the contractor's progress in making CDRL deliveries monitored to ensure that data items are complete and delivered on schedule? (*Ref: Part VI, Chap 19, Para C.5.a*)
8. Prior to the final payment and closeout, does the ACO ensure that all deliverable technical data items have been accepted by the government?
(*Ref: Part VI, Chap 19, Para C.8.b*)

PRODUCT AND MANUFACTURING ASSURANCE

(One Book Rev. Level - June 1996)

1. Verify that onsite assessments of contractor production status is performed. Onsite assessments are required for all CAT 1 contracts and for all contracts where known/anticipated delivery problems exist. (*Ref: Part VI, Chap 21, Para. B.1.b*)
2. Is there a system in place that will detect and correct errors found in contract abstracts vs. actual contracts? How does it work? (*Ref: Part VI, Chap 21, Para. B.1.c.(1)*)
3. Has the CAO received a Customer Priority List (CPL) from the buying activity and are they supplying monthly status reports to their customer until the item is removed from the CPL? (*Ref: Part VI, Chap 21, Para. B.1.c.(2)*)
4. View the results of product audits and verify that records reflect number and nature of observations made, number and nature of defects found and corrective actions initiated to resolve deficiencies. (*Ref: Part VI, Chap 21A, Para B.2*)
5. If applicable, are Safety of Flight items noted in the written surveillance plan and is 100% verification(s) being performed? (*Ref: Part VI, Chap 21A, Para B.4*)
6. Are personnel performing inspection and acceptance qualified and certified IAW DLAM 8220.4; DLAR 8220.4 and DLAR 8225.1? (*Ref: Part VI, Chap 21A, Para B.6*)
7. How is the supervisor effectively evaluating assigned personnel performing the work outlined: (*Ref: Part VI, Chap 21, Para B.8*)
 - a. Identifying customer requirements, including contract requirements, **customer imposed inspections**/surveillance and other tasks?
 - b. Identifying critical processes and documenting rationale?
 - c. Risk-classifying critical processes and documenting rationale?
 - d. Developing and maintaining the written surveillance plan?
 - e. Prioritizing work based on risk classifications?
 - f. Performing and documenting surveillance (including proofing and re-proofing) in accordance with the surveillance plan?
 - g. Collecting and reporting data?
 - h. Analyzing data and adjusting surveillance, based on the documented analysis?
 - i. Compliance with customer imposed inspections/other tasks
8. Are contract requirements reviewed? (e.g., technical item description, data package, systems requirements, schedule, cost control, QALI's, customer priority list etc.) (*Ref: Part VI, Chap 21, Para C.1*)

9. Have a sequence of events chart(s) from contractor's plans and customer's requirements been developed (both contractor and Government)?
(*Ref: Part VI, Chap 21, Para C.2*)
10. Have critical processes, that is, those processes that are likely to significantly affect contract technical schedule, cost or performance, and the out put of each of these critical processes been identified on the events chart?
(*Ref: Part VI, Chap 21, Para C.2*)
11. Are critical processes classified in one of the following categories: Low Risk; Medium Risk or High Risk? (*Ref: Part VI, Chap 21, Para C.3*)
12. Has a written surveillance plan been developed and does it contain as a minimum the following: (*Ref: Part VI, Chap 21, Para C.4*)
 - a. Summary of strategy and tactics for soliciting customer input to the surveillance planning and maintaining communications with the customer throughout contract performance?
 - b. List of critical processes in each risk category and supporting rationale?
 - c. List of safety of flight aircraft components and systems (if applicable)?
 - d. Surveillance techniques (i.e., product audits, process proofing, re-proofing) planned for each critical process, including schedule intensity(e.g., sampling plans) and frequency?
 - e. Process for anticipating delivery delinquencies?
13. Are the surveillance tasks outlined in the surveillance plan being performed?
(*Ref: Part VI, Chap 21, Para C.5*)
14. Are Government and contractor data analyzed and documented periodically to determine which areas and processes exhibit adverse trends? (*Ref: Part VI, Chap 21, Para C.6*)
15. Do the results of data analysis include as a minimum the following:
(*Ref: Part VI, Chap 21, Para C.6*)
 - a. Identification of data analyzed?
 - b. Results of analysis?
 - c. Actions taken as a result of the analysis?
16. Is data analysis used to assess critical process risk classification, resulting in the change of intensity or frequency of product audits? (*Ref: Part VI, Chap 21, Para C.6*)
17. Are records being retained until two years after the final shipment is made or as further specified in the "One Book"? (*Ref: Part VI, Chap. 21, Para C.8*)

CONSENT TO SUBCONTRACT

(One Book Rev. Level - June 1995)

1. Are all prime contracts reviewed for inclusion of the appropriate subcontracting contract clause(s) when applicable? (*Ref: Part VII, Chap 2*)
2. If a contract clause deficiency was found, did the specialist prepare the proper correction? (*Ref: Part VII, Chap 2*)
3. When appropriate was the subcontracting clauses discussed with the contractor during a Post Award conference or as soon as practical? (*Ref: Part VII, Chap 2*)
4. Did the ACO correct any clause deficiency or advise the PCO and followup to provide status? (*Ref: Part VII, Chap 2*)
5. Are records maintained that indicate the contractor has adequate controls in place and documentation available for subcontracted out work effort? (*Ref: Part VII, Chap 2*)

**SMALL AND DISADVANTAGED BUSINESS
SUBCONTRACTING PLANS**

(One Book Rev. Level - June 1995)

1. Are all contracts reviewed for inclusion of a small business and small disadvantaged business plan subcontract clause? (*Ref: Part VII, Chap 3, Para C.2*)
2. If the contract does not contain the plan, was a DD Form 1716 prepared and sent to the PCO? (*Ref: Part VII, Chap 3, Para C.2.b(2)*)
3. Are surveillance performance reports (DLA Form 640) properly completed and filed? (*Ref: Part VII, Chap 3, Para C.2.g*)
4. Did the ACO ensure that data elements entered into MOCAS are accurate? (*Ref: Part VII, Chap 3, Para C.2*)
5. Are close-out reports (DLA Form 640A) properly completed and sent to the PCO? (*Ref: Part VII, Chap 3, Para C.2.h, I*)
6. Are accurate performance reports (SF Form 295) in file? (*Ref: Part VII, Chap 3, Para C.2*)

CONTRACTOR PURCHASING SYSTEM REVIEWS

(One Book Rev. Level - June 1996)

1. Have risk assessments been conducted on all contractors in the Contractor Purchasing System Review (CPSR) program? (*Ref: Part VII, Chap 4, Para C.1*)

Are risk assessment procedures used to determine if a CPSR is required?

2. Is the scope of all CPSRs tailored based on risk assessments?
(*Ref: Part VII, Chap 4, Para C.4*)

Is maximum use made of existing contractor/government data to reduce scope of CPSR?

Did the CPSR team captain, CPSR team supervisor, and contracting officer evaluate existing data to determine if onsite review is required?

When an onsite CPSR was required, was it limited to those elements for which existing data was not available?

3. Are CPSRs conducted in a timely and efficient manner?
(*Ref: Part VII, Chap 4, Para C.6*)

Are contractors encouraged to utilize Best Value procedures in selecting their subcontractors?

Is every effort made to meet requested dates for a CPSR including obtaining assistance from other CPSR teams when required?

Are CPSR reports provided to the contracting officer in a timely manner?

4. Does the CPSR activity provide support to the buying activities and ACOs?
(*Ref: Part VII, Chap 4, Para 7, 8*)

Is maximum use made of summary format CPSR reports?

Did the CPSR provide useful and timely follow-up evaluations of contractor' corrective action plans?

Was CPSR information provided and used on source selections?

PROPERTY ADMINISTRATION

(One Book Rev. Level - June 1995)

**NOTE: The following questions address DLAD 5000.4,
Part VIII, Chapters 1, 2, and 3.**

1. Does the Property Administrator (PA) have an adequate surveillance plan?
(Ref: *Part VIII, Chap 1, Para C.3*)
2. Is the Property Surveillance plan entered into DPADs?
(Ref: *Part VIII, Chap 1, Para C.1*)
3. Has the PA incorporated the policy contained in Policy Letter 96-75 "FY 97 Property Management Strategies" on performance of high risk functions into his system analysis plan? (Ref: *Part VIII, Chap 1, Para C.1*)
4. Are the five high-risk areas being reviewed for all contracts?
(Ref: *Part VIII, Chap 1, Para C.1*)
5. Does the PA take full advantage of the performance-based management policies contained in Paragraph 4.A. of Chapter 4 of DoD 4161-M, such as waiving functions and performing biennial analyses where appropriate?
(Ref: *Part VIII, Chap 1, Para C.1*)
6. Do the PA's work papers and support documentation support the findings of the review? (Ref: *Part VIII, Chap 1, Para C.4. 5*)
7. Does the PA validate the surveillance areas performed by the contractor? Are corrective action plans developed and monitored and is a reanalysis performed in a timely manner?
(Ref: *Part VIII, Chap 1, Para C.6*)

LOSS, DAMAGE, OR DESTRUCTION OF GOVERNMENT PROPERTY**(One Book Rev. Level - June 1995)**

1. Does the PA have an up-to-date record of all LDD transactions?
(Ref: Part VIII, Chap 4, Para C.1)
2. Is there adequate explanation for relief of liability cases?
(Ref: Part VIII, Chap 4, Para C.3)
3. Does the PA follow-up to assure corrective action presented by the contractor is being implemented? *(Ref: Part VIII, Chap 4, Para C.2.c)*
4. Has statistical information been gathered to determine if corrective action is effective?
(Ref: Part VIII, Chap 4, Para C.2, 4)

PLANT CLEARANCE
(One Book Rev. Level - June 1995)

1. Is acceptance or rejection of inventory schedules done IAW FAR policies?
(*Ref: Part VIII, Chap 5, Para C.1*)
2. Was screening accomplished in accordance with FAR/DFARS and Agency regulations?
(*Ref: Part VIII, Chap 5, Para C.5*)
3. Does the PLCO follow FAR disposal priorities when directing disposition actions? Did the PLCO review the FEDLOG to identify demilitarization or Trade Security Controls properly disposed of? (*Ref: Part VIII, Chap 5, Para C.6, 7*)
4. After the screening completion date, does the PLCO promptly execute the disposal action? (*Ref: Part VIII, Chap 5, Para C.7*)
5. Are proceeds from sales properly credited? Was the contract credited where feasible?
(*Ref: Part VIII, Chap 5, Para C.7*)
6. Does the PLCO perform plant visits? (*Ref: Part VIII, Chap 5, Para C.4, App. B*)
7. Does the PLCO review and comment on the contractors' disposition procedures?
(*Ref: Part VIII, Chap 5, Para C.7*)

COST MONITORING PROGRAM

(One Book Rev. Level - June 1995)

1. If eligible for the Cost Monitoring Program (CMP), does the cost monitoring specialist prepare an annual plan? (*Ref: Part IX, Chap 1, Para C.3*)
2. Is the cost monitoring team established with appropriate functional representation? (*Ref: Part IX, Chap 1, Para C.4*)
3. Has the CAO requested that the contractor identify an appropriate CMP liaison? (*Ref: Part IX, Chap 1, Para C.5*)
4. Are in-depth functional reviews completed as planned? (*Ref: Part IX, Chap 1, Para C.6*)
5. Are quarterly CMP status reports submitted to the district by the 15th of the month following the end of the fiscal quarter? (*Ref: Part IX, Chap 1, Para C.7*)
6. Is an annual cost monitoring report distributed to district no later than 15 November of each year? (*Ref: Part IX, Chap 1, Para C.9*)

CONTRACTOR ESTIMATING SYSTEM REVIEW (CESR)

(One Book Rev. Level - June 1995)

1. If CESR is waived or deferred, is the rationale for such decision sound and adequately documented? (*Ref: Part IX, Chap 2, Para C.1*)
2. Was the contractor notified sufficiently in advance of review dates?
(*Ref: Part IX, Chap 2, Para C.3.a*)
3. Did CAO representatives participate in the CESR and substantially contribute to the value of the review? (*Ref: Part IX, Chap 2, Para C.4*)
4. Upon receipt of the audit report, did the ACO promptly solicit contractor comments?
(*Ref: Part IX, Chap 2, Para C.6.a*)
5. Did the ACO promptly notify all parties (contractor, auditor, other members of the CESR team, buying commands, etc.) of the determinations concerning the audit findings? (*Ref: Part IX, Chap 2, Para C.8*)
6. Has the ACO prepared and submitted the requisite memorandum to the district?
(*Ref: Part IX, Chap 2, Para C.9*)
7. Were the contractor's proposed corrective actions evaluated for adequacy and completeness and the associated milestone dates for timeliness?
(*Ref: Part IX, Chap 2, Para C.8*)
8. Have the contractor's actual corrective actions been assessed for adequacy and progress compared to established milestones? (*Ref: Part IX, Chap 2, Para C.11*)
9. Has the ACO actively pursued contractor correction of outstanding deficiencies?
(*Ref: Part IX, Chap 2, Para C.12*)
10. Has the ACO disapproved the contractor's estimating system in whole or part, if warranted? (*Ref: Part IX, Chap 2, Para C.13, 14*)
11. Has the ACO sought assistance from the district as necessary?
(*Ref: Part IX, Chap 2, Para C.15*)
12. Has the ACO considered use of the strongest regulatory actions available, e. g., suspension or reduction of progress payments? (*Ref: Part IX, Chap 2, Para C.15*)

MATERIAL MANAGEMENT AND ACCOUNTING SYSTEM REVIEWS**(One Book Rev. Level - June 1996)**

1. Verify that contractors qualify for review: *(Ref: Part IX, Chap 3, Para B.4, C)*
 - a. Does the contractor have MMS policy and procedures?
 - b. Did the contractor demonstrate the system?
 - c. Reviews should be performed every three years, or when a risk to the government exists.
 - d. Coordinate reviews with auditor.
2. If the contractor's system was deficient, did the ACO withhold payments?
(Ref: Part IX, Chap 3, Para C.5)
3. Did the contractor submit a corrective action plan for deficiencies?
(Ref: Part IX, Chap 3, Para C.6)

NOTICE OF INTENT TO DISALLOW OR NOT RECOGNIZE COSTS**(One Book Rev. Level - June 1995)**

1. Has a notice of intent to disallow costs been issued to the contractor by the ACO?
(Ref: Part IX, Chap 9, Para C.2)
2. Did the contractor respond within 60 days? *(Ref: Part IX, Chap 9, Para C.4)*
3. Were discussions held with the contractor prior to issuing the notice?
(Ref: Part IX, Chap 9, Para C.1)
4. Did the ACO coordinate with the District Cost Monitoring Specialist (DCMS), CACO, and DCAA prior to issuing the notice? *(Ref: Part IX, Chap 9, Para C.2)*
5. Did the ACO provide copies of the interim notice to the DCMS, CACO, DCAA, and corporate elements having substantial government business?
(Ref: Part IX, Chap 9, Para C.3)
6. Did the ACO take the required action within 60 days from receipt of the written response from the contractor? *(Ref: Part IX, Chap 9, Para C.4)*
7. Was the final decision issued as required by the dispute clause in DoD contracts?
(Ref: Part IX, Chap 9, Para C.5)

TRANSPORTATION -- SHIPMENT PROCESSING

(One Book Rev. Level - June 1995)

(Ref: DLAD 5000.4, Part X, Chap 2 and Other Requirements)

1. **SHIPMENT CONTROL REGISTER (SRR):**
 - a. Review SRR of incoming DD Forms 1659 for **content** and **compliance**.
 - b. Determine if shipments are being processed in a **timely** manner from date of receipt.
 - c. Assure that there is a system in place for **notifying** the ACO/PCO when a shipment will not be processed in a timely manner.
2. **CARRIER PERFORMANCE:**
 - a. Is carrier performance being properly monitored?
 - b. Is carrier performance being recorded on DLA Form 1773?
 - c. Are letters of suspension/removal being sent to the required offices?
3. **GOBILS:** Review **usage** and **maintenance** of required GOBILS reports.
4. **TRAMS:** Review **selection** and **usage** of guaranteed carriers via TRAMS.
5. **PUBLICATIONS/MANUALS:** Verify that all required publications and manuals are available and used.
6. **TRAINING:**
 - a. Have personnel processing hazardous material shipments received the proper training?
 - b. Have personnel processing hazardous material shipments been certified to process these shipments?
7. **AUTHORITY:** Is there a **letter of appointment** for the Transportation Officer signed by the commanding officer?

PACKAGING MANAGEMENT

(One Book Rev. Level - June 1995)

1. Packaging Specialist provides on-site support when requested by the customer to provide technical assistance, input to preaward survey, or postaward survey support. (*Ref: Part X, Chap 4, Para B.3*) Verify the following:
 - a. DLA Form 1095 entries are complete.
 - b. DLA Form 1095 is reviewed annually for major programs to determine need for on-site follow-up.
 - c. Logs or registers are maintained, and analytical tools are used to identify negative trends.
 - d. Copies of completed forms are maintained in the contractor files.
2. Postaward participation is recommended when contractor is found to not fully understand all of the contract requirements due to complexity of system requirements, and there is a need to address potential problems that may impact on transportation, storage or materials handling) . (*Ref: Part X, Chap 4, Para C.1.c*). Verify the following:
 - a. Specific requirements are identified in the statement of work.
 - b. For hazardous material shipments, that contractor personnel are qualified in accordance with Title 49 CFR, Parts 100-199.
 - c. Special marking requirements are annotated as to availability of source, equipment, and application.
 - d. Requirements for specialized handling equipment are understood and availability determined.
3. Verify that contracts/acquisition documents are reviewed in a timely manner to determine that packaging requirements are appropriately identified and understood by the contractor. (*Ref: Part X, Chap 4, Para C.1.c, and DLAD 4145.12, Para E.5.g*)
 - a. DD Form 1716 is prepared and forwarded through the ACO when packaging contract requirements are determined to be incorrect, missing, or an improved process is available, especially if lower in cost or environmentally favorable.
 - b. Contract review may be used as a tool to identify significant changes in the packaging requirements which may affect cost, mode, or handling.
 - c. Contract review will be used to identify shipments of hazardous materials and coordinate with the Transportation element and other technical specialists as deemed appropriate.
4. Packaging-related Shipment Discrepancy Reports (SDRs, formerly Reports of Discrepancy) are coordinated with packaging in order to establish data used to identify negative trends. (*Ref: Part X, Chap 4, Para C.1.d, and DLAD 4145.12, Para E.5.c*)

5. Are personnel who provide packaging for hazardous materials guidance conversant with the requirements of Title 49 CFR? (*Ref: DLAD 4145.12, Para E.5.f*)
 - a. Personnel have completed basic and refresher training (as applicable) at a facility identified in DLAI 4145.3.
 - b. Regulatory documents and modal regulations are available and current, including MIL-STD-129, CFR 49, IATA, Emergency Response Book, others as applicable.
 - c. A record of mandatory employee training is available.
6. Personnel maintain or have electronic access to packaging data, regulations, and programs that support the Contractor Packaging Capability Review process.
(*Ref: DLAD 4145.12, Para E.5.e*)

CONTRACTOR TRAFFIC MANAGEMENT DELEGATION PROGRAM**(One Book Rev. Level - June 1995)**

1. **GENERAL:** Review UNMG370A report to check if all eligible contractors are or will be included in the Procedure A program. This may also include contractors eligible for the Pre-pay and Add program. (*Ref: Part X, Chap 5, Para C.1*)
2. **PROCEDURE A CONTRACTORS:** (*Ref: Part X, Chap 5, Para C.2*)
 - a. Review files of existing Procedure A contractors for inclusion of the following:
 - DLA Form 525, Transportation Management Checklist
 - DLA Form 341 Transportation Management Evaluation
 - DLA Form 358, Contractor's Transportation Facilities Data
 - DD Form 1901, Plant Visit Record, or other documentation to indicate that --
 - visits are being made annually to contractor's facility,
 - contractor is in compliance with programs requirements, and
 - contractor is receiving adequate support from staff (or documentation of waiver of this requirement).
 - b. Review Letter of Delegation for verification of complete description of authority and verify contractor's compliance with delegated authority.
 - c. Verify that any action or change in contractor's status such as revocation/degradation or upgrade of authority is properly documented and all required parties are properly informed.
3. **SUGGESTION:** Conduct an on-site review of an active Procedure A contractor to review contractor's actual compliance and DCMC staff compliance with contractor Traffic Management Delegation program.

PUBLIC VOUCHERS**(One Book Rev. Level - June 1995)**

1. Are all final voucher packages forwarded to DCAA by the contractor, and an advance copy transmitted to the ACO for preliminary evaluation prior to the completion of the audit? *(Ref: Part XI, Chap 1, Para C.1.b)*
2. Does DCAA notify the ACO upon discovering any contractor deficiencies?
(Ref: Part XI, Chap 1, Para C.3)
3. Are all questionable costs resolved in a timely manner?
(Ref: Part XI, Chap 1, Para C.3)
4. Are all paid copies of vouchers received and reviewed for compliance with the limitation of cost clause? *(Ref: Part XI, Chap 1, Para C.4)*
5. Does the ACO have an arrangement with the contractor and auditor to deal with interim fee vouchers. *(Ref: Part XI, Chap 1, Para C.6)*
6. Does the ACO forward vouchers on terminated contracts to the assigned TCO for review and approval? *(Ref: Part XI, Chap 1, Para C.4.b)*
7. Are DCAA Forms 1 handled appropriately and in a timely manner?
(Ref: Part XI, Chap 1, Para C.5)

VOLUNTARY REFUNDS

(One Book Rev. Level - June 1995)

1. Has the team leader contacted the customer, the buying office, early in the study and invited them to actively participate during the review and evaluation process for both solicited and unsolicited refunds? (*Ref: Part XI, Chap 2, Para B.4*)
2. For an unsolicited refund, has a team been convened to write a position paper for legal review? Where legal counsel did not support the team's position, has approval been obtained from the District Contract Management Director? (*Ref: Part XI, Chap 2, Para C.1*)
3. Has a voluntary refund file been established? (*Ref: Part XI, Chap 2, Para C.2*)
4. Upon approval of the voluntary refund, was a letter prepared and sent to the contractor requesting the voluntary refund, and did it include the rationale and details of the request including the method of payment? (*Ref: Part XI, Chap 2, Para C.3*)
5. For a solicited refund, has legal counsel been asked and have they provided legal advice prior to accepting the voluntary refund? (*Ref: Part XI, Chap 2, Para C.5*)
6. If a voluntary refund is received, has a modification been issued by the ACO or check processed via DD Form 1131? (*Ref: Part XI, Chap 2, Para C.8*)
7. Has follow-up action been taken to trace any voluntary refund check for which acknowledgment or voucher has not been received within 15 working days after transmittal? (*Ref: Part XI, Chap 2, Para C.8*)

ADVANCE PAYMENTS
(One Book Rev. Level - June 1995)

1. For the given contract, is the advance payment clause in the contract?
(*Ref: Part XI, Chap 3, Para B.2*)
2. Is the CAR properly coded? (*Ref: Part XI, Chap 3, Para C.2*)
3. Have all other methods of contract financing been explored?
(*Ref: Part XI, Chap 3, Para B.2*)
4. Was the contractor's application for advance payment properly reviewed?
(*Ref: Part XI, Chap 3, Para C.1*)
5. Has a special bank account been established to provide advance payments to the contractor? (*Ref: Part XI, Chap 3, Para C.2.a*)
6. Are all payments from the special bank account reviewed and countersigned by the ACO? Do the payments conform to the contract or other agreement between the PCO and the contractor? (*Ref: Part XI, Chap 3, Para C.2.a*)
7. Does the ACO periodically review contractor financial information to assure that advances are sufficient but do not exceed reasonable requirements for the contract?
(*Ref: Part XI, Chap 3, Para C.2.b*)

FINANCIAL SURVEILLANCE**(One Book Rev. Level - June 1995)**

1. Has a method been developed for determining the level and frequency of financial surveillance on a contract? (*Ref: Part XI, Chap 4, Para C.1*)
2. Does the technical specialist provide written requests for financial data, monitor the timely receipt of data, and assure the data has been validated or certified? (*Ref: Part XI, Chap 4, Para C.2*)
3. Is a Postaward Financial Surveillance Register maintained for all postaward financial surveillance cases? (*Ref: Part XI, Chap 4, Para C.2.c*)
4. Is a forecast of the contractor's financial condition prepared and maintained during contract performance? (*Ref: Part XI, Chap 4, Para C.3*)
5. Does the ACO have a system for processing contractor requests for removal of a Guaranty or Subordinating Agreement? (*Ref: Part XI, Chap 4, Para C.4*)
6. Is there a system for other functional elements to inform the ACO of adverse information which may trigger a Postaward Financial Surveillance Report? (*Ref: Part XI, Chap 4, Para C.5*)

PROGRESS PAYMENTS
(One Book Rev. Level - June 1995)

1. Does the file folder contain the following: (*Ref: Part XI, Chap 5, Para C.1, 2*)
 - a. DLA Form 325?
 - b. DLA Form 1542?
 - c. DLA Form 1634?
 - d. Sufficient documentation to constitute an audit trail?
2. Are SF 1443's in chronological order? (*Ref: Part XI, Chap 5, Para C.7*)
3. Does the SF 1443 progress payment rate match the contract rate?
(*Ref: Part XI, Chap 5, Para C.7*)
4. Do the SF 1443 liquidation rates match the contract liquidation rates?
(*Ref: Part XI, Chap 5, Para C.7*)
5. Do the SF 1443 contract values (Block 5) match the contract? If not, does it track to the price listed in the contract? (*Ref: Part XI, Chap 5, Para C.7*)
6. Is each payment mathematically verified? (*Ref: Part XI, Chap 5, Para C.10*)
7. Did all logic checks pass? If not, were the failing checks corrected/substantiated?
(*Ref: Part XI, Chap 5, Para C.11, 12*)
8. Is the UYIFM report on file? (*Ref: Part XI, Chap 5, Para C.13*)
 - a. Did it clear the system?
 - b. If rejected from the system via "01" report, was substantiation documented?
9. Are assist reports (DCAA, pricing, technicals) included in the file folder? If any assist reports were not followed, was documentation provided to explain why not?
(*Ref: Part XI, Chap 5, Para C.10*)
10. Was there a clear-cut analysis of Physical/Financial completion differences?
(*Ref: Part XI, Chap 5, Para C.10*)
11. If a withhold is being applied, does the documentation provide rationale and an audit trail? (*Ref: Part XI, Chap 5, Para C.12*)

12. Are “Loss Ratio” calculations reviewed and found to be correct?
(Ref: Part XI, Chap 5, Para C.12)
13. Is there at least an annual progress payment review on this contract?
(Ref: Part XI, Chap 5, Para C.10)

LIMITATION OF COST OR FUNDS FOR COST TYPE CONTRACTS**(One Book Rev. Level - June 1995)**

1. Are contracts containing a limitation of cost or funds clause identified during initial contract review? (*Ref: Part XI, Chap 6, Para C.1*)
2. Are these contracts properly coded in the MOCAS database?
(*Ref: Part XI, Chap 6, Para C.2*)
3. Are contractor funds reports received in a timely manner?
(*Ref: Part XI, Chap 6, Para C.3*)
4. Are copies of the funds reports forwarded to the PCO?
(*Ref: Part XI, Chap 6, Para C.4*)
5. Does the ACO have a delegation or PCO request to evaluate the contractor funds report? (*Ref: Part XI, Chap 6, Para C.5*)
6. When required, are DLA Forms 1069 prepared, funds analyses prepared, and forwarded with recommendations to the PCO? (*Ref: Part XI, Chap 6, Para C.5.a*)
7. For contracts in overrun or underrun condition, does the ACO Followup with the PCO to assure appropriate action, e.g., obligation or deobligation of funds, termination notification, etc., is accomplished? (*Ref: Part XI, Chap 6, Para C.7, 8*)

DISPUTES AND APPEALS

(One Book Rev. Level - June 1995)

(NOTE: The following questions are designed for yes-or-no answers.)

1. When the ACO issues a unilateral modification, does the file contain the rationale for the determination? *(Ref: Part XII, Chap 6, Para C.1)*
2. Does the file contain the unilateral modification with a determination of the amount due and the basis of the determination and the language specified for use in the final decision? *(Ref: Part XII, Chap 6, Para C.1)*
3. Upon receipt of claims over \$50,000, did the file contain a notation that the contractor certification was reviewed to assure that it met all requirements for claim certification? *(Ref: Part XII, Chap 6, Para C.2)*
4. Was the contractor's claim processed expeditiously? *(Ref: Part XII, Chap 6, Para C.2.c)*
5. Were partial settlements implemented on elements where there was no disagreement? *(Ref: Part XII, Chap 6, Para C.2.b)*
6. If the claim was determined to be acceptable, did the ACO prepare a proposed final decision? *(Ref: Part XII, Chap 6, Para C.3)*
7. If it was determined that the claim was not acceptable, did the ACO return the claim to the contractor with information concerning why it was not acceptable? *(Ref: Part XII, Chap 6, Para C.2.c)*
8. Were the specialized skills of other team members (technical, quality, audit, counsel, etc.) used prior to issuing the final decision? *(Ref: Part XII, Chap 6, Para C.3)*
9. Did ACO submit final decision to legal counsel or board of review, when determined necessary? *(Ref: Part XII, Chap 6, Para C.4)*
10. Did the ACO issue of Notice of Intention to Issue a Final Decision, giving the contractor 15 days to settle any disputes? *(Ref: Part XII, Chap 6, Para C.5.a)*
11. If the claim was in excess of \$50,000 and a decision was not made within 60 days, did the ACO notify the contractor of the time within which the decision would be made? *(Ref: Part XII, Chap 6, Para C.5.b)*
12. Was the final decision prepared in accordance with FAR 33.211? Did it include notification that the contractor may appeal to the ASBCA within 90 days or directly to the Court of Federal Claims within 12 months? *(Ref: Part XII, Chap 6, Para C.5.e)*

13. Did the ACO issue a demand letter immediately with or after issuing the final decision?
(*Ref: Part XII, Chap 6, Para C.6.a*)
14. Was a copy of the demand letter forwarded to DFAS?
(*Ref: Part XII, Chap 6, Para C.6.a*)
15. Was the collection submitted to DFAS within one working day after receipt?
(*Ref: Part XII, Chap 6, Para C.6.a*)
16. When the ACO determined a claim against the contractor was not collectable, was the claim and supporting documentation forwarded to DFAS?
(*Ref: Part XII, Chap 6, Para C.6.b*)
17. If a notice of appeal was received, did the ACO immediately forward same to counsel for assessing the government position? Did the ACO provide counsel with the information required by DFARS, Appendix A, Part 2, Rule 4?
(*Ref: Part XII, Chap 6, Para C.7*)
18. If the contractor's notice of appeal of the PCO's final decision was received by the ACO, was it forwarded to the PCO? (*Ref: Part XII, Chap 6, Para C.8.b*)
19. Was the contract moved from Section 1 or 2 to Section 3 of the CAR while it was actually involved in the appeals process and the appropriate reason code remark applied to the CAR? (*Ref: Part XII, Chap 6, Para C.6.d*)

DoD PARTS CONTROL
(One Book Rev. Level - June 1995)

1. If review of contracts indicates that parts control would benefit the government, has the issue been raised with the PCO or Program Manager?
(Ref: *Part XII, Chap 8, Para C.1*)
2. Do any assigned contracts include MIL-STD 965 or MIL-STD-1546?
(Ref: *Part XII, Chap 8, Para C.1*)
3. If appropriate, have parts control requirements been flowed down to subcontractors?
(Ref: *Part XII, Chap 8, Para C.2*)
4. Have Parts Control Program processes been proofed and have they been determined be adequate? (Ref: *Part XII, Chap 8, Para C.4*)
5. Has surveillance been performed during design reviews, drawing reviews and the like to determine that only parts listed in the PPSL are being used?
(Ref: *Part XII, Chap 8, Para C.5*)
6. Has appropriate action been taken to correct any identified parts control problems?
(Ref: *Part XII, Chap 8, Para C.6, 7*)
7. Has PCO approval been obtained for any CLINs which contain parts not listed on the approved PPSL? Has acceptance been deferred until such approval has been received?
(Ref: *Part XII, Chap 8, Para C.7.b*)

SPECIALIZED SAFETY
(One Book Rev. Level - June 1995)

1. Is there support for the specialized safety function?
2. Does the Safety Specialist's Annual Operating Program (AOP) conform to requirements? (*Ref: Part XII, Chap 10, Para C.2*)
3. Is the specialized safety workload based on specific safety and fire prevention clauses and requirements? (*Ref: Part XII, Chap 10, Para C.1.a, C.2*)
4. Is the risk assessment utilized to establish a postaward safety program survey frequency? (*Ref: Part XII, Chap 10, Para C.5*)
5. Is there modification to the surveillance plan if the risk level changes? (*Ref: Part XII, Chap 10, Para C.2.a*)
6. Are pre-operational reviews directed at providing reasonable assurance that hazards are identified and controls established? (*Ref: Part XII, Chap 10, Para C.3.a*)
7. Are surveys planned and coordinated with other team members? (*Ref: Part XII, Chap 10, Para C.3 c (2)*)
8. Does the safety specialist have adequate knowledge of the contract management process?
9. Is there focus on how the contractor's process is flowed? (*Ref: Part XII, Chap 10, Para C.3.f (7)*)
10. How thorough and accurate is the survey documentation? (*Ref: Part XII, Chap 10, Para C.3.h*)
11. Does it contain the assigned risk assessment level? (*Ref: Part XII, Chap 10, Para C.3.h*)
12. Does it contain descriptions of hazardous operations? (*Ref: Part XII, Chap 10, Para C.3.h*)
13. Are there observations or comments identified to support findings? (*Ref: Part XII, Chap 10, Para C.3.h*)
14. Does the conclusion of the report address whether the contractor is in compliance with safety requirements? (*Ref: Part XII, Chap 10, Para C.3.h*)

15. Are corrective actions discussed in the recommendation section of the report?
(*Ref: Part XII, Chap 10, Para C.3.h*)
16. Is there follow up on corrective actions? (*Ref: Part XII, Chap 10, Para C.4. d and e*)
17. Are bid packages reviewed prior to the conduct of a Preaward Survey (PAS)?
(*Ref: Part XII, Chap 10, Para B.1 and Part III, Chap 1*)
18. Are on-site PAS being conducted when required?
(*Ref: Part XII, Chap 10, Para B.1 and Part III, Chap 1*)
19. Is there a method to decline PAS if no safety clause/requirement is present?
(*Ref: Part XII, Chap 10, Para B.1 and Part III, Chap 1*)
20. Are site and construction/waivers routed through the district for approval and comments? (*Ref: Part XII, Chap 10, Para C.1.b*)
21. Does the safety specialist meet PAS suspense requests?
(*Ref: Part XII, Chap 10, Para B.1 and Part III, Chap 1*)
22. Has the Buying Activity or Procurement Office expressed satisfaction?
23. Does the safety specialist verify that a contract was awarded?
(*Ref: Part XII, Chap 10, Para C.1.a*)

TERMINATION FOR DEFAULT**(One Book Rev. Level - June 1995)**

1. Does the CAO maintain a register of terminated contracts? Have all involved parties been notified? (*Ref: Part XIII, Chap 1, Para C.2*)
2. Have all required actions required by FAR and requested by PCO for terminations for default have been carried out? (*Ref: Part XIII, Chap 1, Para C.3, 5*)
3. Verify liquidation of progress payments inventory.
(*Ref: Part XIII, Chap 1, Para C.4*)

TERMINATION FOR CONVENIENCE

(One Book Rev. Level - June 1995)

1. Does the CAO maintain a register of terminated contracts?
(Ref: *Part XIII, Chap 2, Para C.1*)
2. Is the Termination for Convenience properly classified, partial versus total?
(Ref: *Part XIII, Chap 2, Para C.1.b*)
3. Are customer requirements identified? (Ref: *Part XIII, Chap 2, Para C.2*)
4. Were DFAS and TCO notified in a timely manner, within 7 working days?
(Ref: *Part XIII, Chap 2, Para C.2*)
5. Were the proper documents sent to the TCO? (Ref: *Part XIII, Chap 2, Para C.2*)
6. Was a docket assigned and conference held with the contractor?
(Ref: *Part XIII, Chap 2, Para C.3*)
7. If no-cost termination settlement agreed to, is the modification bilateral?
(Ref: *Part XIII, Chap 2, Para C.4*)
8. Did the contractor submit a cost proposal in a timely manner?
(Ref: *Part XIII, Chap 2, Para C.6*)
9. Were proper field reviews obtained to develop prenegotiation position?
(Ref: *Part XIII, Chap 2, Para C.7*)
10. Was the plant clearance action requested in a timely manner?
(Ref: *Part XIII, Chap 2, Para C.7.d*)
11. Were proper boards of review conducted? (Ref: *Part XIII, Chap 2, Para C.9*)
12. Was the docket properly closed? (Ref: *Part XIII, Chap 2, Para C.10*)

CONTRACT CLOSEOUT
(One Book Rev. Level - June 1995)

1. Contract Administration Report (CAR Report): (*Ref: Part XIV, Chap 1. Para B.*)
 - a. Review CAR to assure proper maintenance?
 - b. Do Norm Analysis; use date of 6 months ago to determine how many contracts in Section 1 should be in Section 2. Look for (\$) ULOs. Do the contracts in Section 3 belong there? Does Section 1 properly reflect Part A & Part B contracts? Are there any production complete contracts in Section 1?
2. Contract Closeout: (*Ref: Part XIV, Chap 1, Para C.*)
 - a. Have R8 overage contracts been identified? Validate with MMR data.
 - b. Does the team have a process to track the status of all contracts to be closed?
 - c. Does the team have a contract closeout strategy?
 - d. Does the team have a strategy to interface with DFAS?
 - e. Are all functional specialists aware of what needs to be done on each contract to effect closeout?
 - f. Are Quick Closeout procedures used?
 - g. On overage contracts, are Delay Reason codes appropriately entered in MOCAS?
 - h. Have all eligible Part A basic contracts been moved to Section 2?
 - i. Have PCOs been requested to certify receipt of goods?

SINGLE PROCESS INITIATIVE

1. Management Councils.

(Ref: AQ letter, 11 Dec 95, Adoption of Common Processes at Defense Contractor Facilities; DCMC Policy Memo 96-58, Role of the Management Council in Audit Reduction; DCMC Policy Memo 96-67, Management Councils; SPI Information Sheet, The Role of the Management Council)

- a. Have management councils been established at all key contractor locations?
- b. Are management council members senior-level representatives from the contractor, DCMC, DCAA, and key customers (notionally 80% of the total unliquidated dollar value of contracts)?
- c. Are management councils being used to manage initiatives and improvements in areas other than the SPI (e.g., coordinating and integrating planned government audit activity)?
- d. What actions are being taken to encourage contractors to submit concept papers that address high pay-off processes?
- e. What actions are management councils taking to get even greater participation by suppliers?

2. SPI/Block Change Process.

(Ref: AQ letter, 11 Dec 95, Adoption of Common Processes at Defense Contractor Facilities; AQOC letter, 19 Nov 96, SPI-Cost/Benefit Analysis; SPI Information Sheet, Guidelines for Developing a Concept Paper; SPI Information Sheet, The Role of the Component Team Leader; SPI Information Sheet, NASA and SPI; SPI Information Sheet, SPI and the Modification Process; SPI Information Sheet on Consideration)

Concept Paper (Proposal) Development

- a. Has the management council developed local procedures to ensure rapid development and processing of concept papers?
- b. Are the contractor and customers working together using an IPT approach as concept papers being developed?
- c. Once concept papers have been submitted to the CAO, are they reported to Headquarters DCMC in the following week's SPI Report?
- d. Are concept papers accepted promptly by the CAO or is the early interface/development period being stretched out for months?

Concept Paper Content

- e. Are concept papers brief, yet definitive, and do they include sufficient detail to enable the management council to make a rapid judgment as to the merits of proposed changes?
- f. Do concept papers identify the existing contractual requirements that are to be replaced or modified?
- g. Do concept papers include the contracts and customers impacted if the change is improved?
- h. Do Concept papers include a rough order magnitude (ROM) cost benefit analysis to include current and future cost savings or avoidance?

Concept Paper Approval

- i. Are Component Team Leaders requested/identified in accordance with Component Acquisition Executive (CAE) guidance issued to buying activities and program offices?
- j. In the case of NASA contracts, are focal points from each affected NASA Center notified of the concept paper?
- k. Once the CTL is designated, is each affected customer notified of the identity of the CTL?
- l. Are CAOs providing timely and accurate support to CTL requests for additional information or analysis?
- m. Are issues or disagreements quickly elevated to appropriate levels for resolution?
- n. Does the local office keep adequate records of meeting proceedings and actions items (i.e., meeting agendas, minutes, suspense tracking, etc.)?
- o. Once the management council approves the concept paper, are all remaining PMs and PCO's notified of the proposed change and pending modification?

Block Change Modification

- p. Are block change modifications issued as soon as possible after technical agreement has been reached with all affected parties (the negotiating of consideration should not delay the modification of contracts)?

- q. When consideration is appropriate, has the ACO and contractor agreed on a definitization schedule?
- r. Does the Memorandum of Agreement (MOA) used to describe the proposed modification and implementation schedule list all affected contracts, if different from the entire listing of contracts at the facility?
- s. Is a Memorandum of Understanding (MOU) used to document agreement on concept papers that do not require contract modifications?
- t. Does the management council and CAO monitor implementation of approved changes?

SPI Activity Reporting

- u. Are weekly SPI reports updated and submitted in a timely manner with all required information?
- v. Do weekly reports include, the contractor's estimated cost to implement the proposed change and their estimated annual savings and avoidances for both existing and future contracts?
- w. Do weekly reports include, those estimates arrived at by DCAA and the rationale for any difference?